

# Connection DUSTRY

DECEMBER 1947

25th YEAR OF PUBLICATION

SERVICE TO INDUSTRY

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# Connecticit DUSTRY

WANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

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L. M. BINGHAM, Editor

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BECOMES USEFUL HOUSEHOLD LUXURY

Yes! A new vacuum cleaner, the Lewyt Cleaner, with ingenious improvements, has gone to market in a smartly streamlined, unique and revolutionary container...a GAIR CONTAINER replete with new ideas for packaging and shipping merchandise.

In the home this new GAIRanteed CONTAINER becomes a permanent, handy, compact, two unit carrying case, one section for the vacuum cleaner and the other for various cleaning attachments.

What Gair has accomplished with this outstanding achievement in the Vacuum Cleaning industry is typical of the effective and efficient service and efficient the Robert Gair organization has been needing for more than eighty years.

wide, sturdy construction and storiently in a clothes closet in the home.

sories are neatly held in place in the upper section of the Lewyt vacuum cleaner container.

LEWYT TWO UNIT CONTAINER makes it easy to carry the cleaner and accessories from room to room around the house.

At last a shipping container so smartly designed that it enters the living room without upsetting the appearance of gracious surroundings.

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times when strict adherence to specifications may present manufacturing diffi-

culties to the springmaker whose cost may reach unnecessary proportions.

Your spring specifications are thoroughly analyzed by Wallace Barnes engineers — not only for suitability of material, dimensional and load tolerances — but also for the best method of production. If there are advantages to be gained by a change in design or material and still give required results, you are advised.

This is just one of many safeguards your order receives when it bears the destination "Wallace Barnes."

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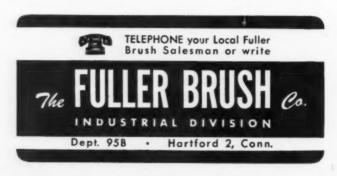
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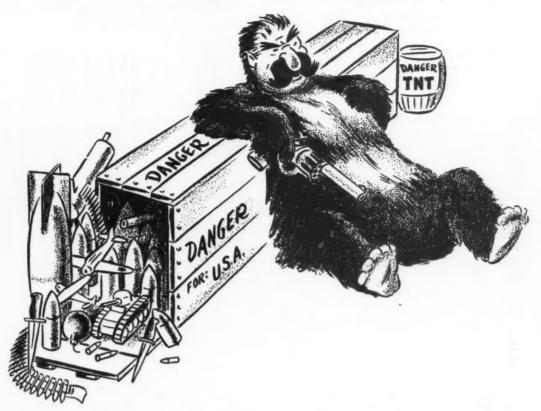
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Perhaps you've thought of Fuller when you needed brooms or mops. But remember, too, the Fuller line is a *complete* line of cleaning tools. Here is *one* source of supply to meet *all* your cleaning requirements. It will pay you to call in your Fuller industrial representative.



### "ALL I WANT IS PEACE ..."



Representative Dirksen (R) of Illinois recently returned from Europe after intensive and continuous study and conferences with labor, military, industrial, business and political leaders abroad, as well as citizens at random in every walk of life. Says Representative Dirksen: "The Soviet Union is feverishly preparing for military war while currently waging the warfare of infiltration, propaganda, pressure and terror. The sinister and disturbing truth is that today—right now—the Soviet Union is producing tanks and guided missiles, tactical planes and jet planes at an alarming rate. "It is a known fact that they have jet bombers in

the air. It is a known fact that, with slave labor, they are exploiting every uranium deposit in the Soviet Union and in the satellite nations under their domination.

"It is not enough to have a program for rehabilitation of devastated European countries without a program to roll back this offensive plague of communism which menaces the world. There must be an economic boycott on the materials and goods which strengthen the economic and military power of communism. Communists are the enemies of freedom and they must be treated as such both at home and abroad."



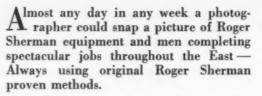
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W. E. DITMARS, President . 16 ARBOR ST., HARTFORD, CONN. . 230 PARK AVE., N. Y.

MANUFACTURERS OF PRECISION INSTRUMENTS SINCE 1891



In this photo two cranes are about to raise and set in place a 45-ton boiler drum in a new addition of the Hartford Gas Light Co.

On this project Roger Sherman also erected the structural steel and Linkbelt conveying equipment as sub-contractors to United Engineers and Constructors of Philadelphia.

Next time you have a tough job of moving, heavy hauling or rigging, or if you need a crane on rental, call Roger Sherman Transfer Company.

### Here Again, It Was

# ROGER SHERMAN SERVICE

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### Statesmanship Needed

By EDWARD INGRAHAM, President

I won't be long now before American industry will be called upon again to negotiate new contracts and new wage agreements in the steel and automotive trades. Big industry will negotiate with big unions. We, in Connecticut, find the language of "following the pattern set by steel and motors" familiar. The responsibility resting upon these negotiators for both industry and the unions, is heavy. It is within their power to keep the "ship of state" on an even keel or to rock the boat and seriously endanger all who are obliged to ride with them.

Technological improvements have certainly not kept pace with wage increases during the last decade. Likewise labor productivity has failed to increase materially in this period. In many instances labor productivity is alleged to have decreased. Combined, the two factors have fallen far behind increases in wages—hence uniformly higher prices. Thus inflation is born.

High taxes and high prices discourage investment of risk capital. The resultant high cost of doing business deters substantial new enterprise or expansion by established companies. New businesses can compete only with the greatest of difficulty with those which were established at lower costs and acquired their "know how" at half the price they would now be obliged to pay.

Can steel say "no" to a demand for increased wages or "benefits" when their cost must be passed on to their customers and ultimately to the final consumer? Can motors, too, say "no"? Connecticut is vitally concerned in the answers.

Connecticut industry must be prepared to do its part to avoid further inflation. The magnet which can pull prices higher is the payment of higher wages before technological improvements or increased labor productivity can catch up with the current high wage structure. This can seriously injure both industry and labor in Connecticut. Nothing short of real statesmanship will be required of labor and management negotiators during 1948 if we are to avoid further inflationary wage increases, which might prove to be the beginning of a disastrous deflation.

### **ANNUAL MEETING EVENTS**



HEAD TABLE AFTERNOON SESSION. (L. to r.) L. M. Bingham, Secretary; F. M. Holmes, chairman of Budget Committee; W. A. Purtell, Vice President; Edward Ingraham, President; A. V. Bodine, Vice President; Amor P. Smith, chairman of Nominating Committee; John Coolidge, Treasurer; Norris W. Ford, Executive Vice President.

EARLY 1600 persons from all sections of the state and from every level of Connecticut industrial management were at one time or another a part of the enthusiastic crowd which jammed the Bond Hotel in the afternoon and almost filled the seats on the main floor at Bushnell Memorial Hall during the evening of October 28, the day of the Association's 132nd Annual Meeting. During the banquet session, which crowded the ballroom, downstairs dining rooms and nearly filled the west grill room, the Yale Whiffenpoofs entertained the guests with their unusual vocal arrangements of old and new songs.

#### New Directors

During the afternoon session, the following new directors were elected to serve for a term of four years, beginning January 1, 1948: For director from Hartford County, John C. Cairns, executive vice president, The Stanley

Works, New Britain, to succeed R. L. White, president, Landers, Frary & Clark, New Britain; for director from Litchfield County, David Ayr, president and general manager, The Hendey Machine Company, Torrington, to succeed L. J. Ross, vice president, The Torrington Company, Torring-ton; for director from Litchfield County, William S. Lowe, president, The Winsted Hardware Manufacturing Company, Winsted, succeeding R. E. Gaylord, president, The Winsted Hosiery Co., Winsted; for director from Fairfield County, Robert B. Davis, vice president and general manager, Raybestos Division, The Raybestos Manhattan, Inc., Bridge-port, to succeed H. W. Steinkraus, president, Bridgeport Brass Company, Bridgeport; and for director at large, H. R. Giese, vice president and works manager, Sargent & Company, New Haven, to succeed H. W. Jones, Jr., president, American Tube Bending Company, New Haven.

#### Reports

The Nominating Committee report was presented by its chairman, Amor P. Smith, vice president, the Russell Manufacturing Company, Middletown, and the Budget Committee report by F. M. Holmes, chairman of board, of the North & Judd Manufacturing Company, New Britain, and the Treasurer's Report by John Coolidge, treasurer of the Association. Other mem-bers of the Nominating Committee and Budget Committee, besides the Chairmen, were: Nominating—Maurice Stanley, president, Fafnir Bearing Company, New Britain; George R. Holmes, president, The McLagon Foundry Company, New Haven; Walter V. Davey, president, The Dano Electric Company, Winsted, and T. H. Beard, vice president, Dictaphone Corporation, Bridgeport. Budget-C. E. Hart, Jr., president, Chase Brass & Copper Company, Waterbury; Fuller F. Barnes, president, Associated Spring Corporation, Bristol; D. Hayes Murphy, president, Wiremold Company, Hartford, and J. R. Cook, president, Arrow-Hart & Hegeman Electric Company, Hartford.

President Edward Ingraham presided throughout all sessions and gave his annual report just before introducing Frank C. Waldrop, chief editorial writer, Washington Times-Herald, who was the guest speaker at the afternoon session. Digests of the addresses given by Mr. Waldrop and President Ingraham at the afternoon session and by Governor McConaughy and Lewis H. Brown at the evening session appear as separate sections of this issue.

### The President's Report

RST, I want to comment briefly about Alfred Fuller, my predecessor. "Al," as I call him, deserves the high praise and esteem of every industrialist and citizen of the state for his outstanding service to industry while president of the Association during the four difficult war years and the first post-war year.

From those dark days following Pearl Harbor through the encouraging months of the victorious allied march toward victory—and during the hectic sixteen months of peacetime readjustment that followed V-J Day—he asserted a quality of calm but firm leadership that was not only of great benefit to the industries of the state but also of inestimable value in making friends and building prestige for the Association among all groups. To him I owe a great debt of gratitude, not only for what he did to build the Association to its highest peak of membership and broadest scope of service, but also for his helpful guidance and counsel

which has been of great value in orienting myself into the duties of the presidency of the Association.

### Association Services and Special Activities

Before bringing to your attention some of the more serious problems we have either encountered or must soon solve, I want to give you a quick picture of some of the Association's efforts on your behalf thus far this year. During the first ten months of this year the many important Association Committees have continued their deliberations, studies and recommendations on behalf of industry. Through their effective work, combined with that of the staff, we have attempted to keep you informed of those current developments in many fields which we believed vital to your best interests. Although all of these services are worthy of discussing in detail, I shall not bore you with a long review of what our members have already received. I hope you found these services useful when received, but if not, that you have filed them for handy reference. However, I do want to briefly summarize, to a limited degree, the services your Association has rendered in your behalf.

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Thus far this year we have informed you by means of 129 bulletins about matters you should know in the following fields: Transportation, Federal and State Legislation, Taxation, Foreign Trade, Industrial and Public Relations, and other subjects of a general nature. Through our monthly magazine, Connecticut Industry, we have sought to keep you informed, not only of current developments and news of Connecticut industry, which you might not otherwise see, but also to bring to your attention, through a variety of articles in our magazine, Connecticut Industry, many worthwhile management ideas that have been applied successfully in business enterprise.

#### Group Hospitalization Insurance

As a result of our successful experience with our Group Life Policy, and more particularly because of the hardships that are being experienced on account of the 75% to 100% increase in hospital rates during the past few years, your Board of Directors has just approved a unique type of hospitalization plan submitted by the Ætna Life Insurance Company. It will furnish insurance coverage ranging from \$6.00 to \$10.00 per day in addition to any other hospital insurance now in force on supervisory, administrative, professional or sales personnel. The cost of this plan, which will soon be submitted to you through a recently appointed Group Hospitalization Insurance Committee, is extremely modest. In view of the high cost of hospitalization at present rates ranging from \$9.00 to \$23.00 per day for private rooms and from \$5.50 to \$9.50 per day for semi-private and ward room and board accommodations, it is my sincere hope that a large enough group

of our members will wish to participate in this humanitarian and moralebuilding program in order to make it effective in the near future.

#### Retirement Plan for Association Employees

Although no action has yet been taken by your Board of Directors, I believe you should know that some months ago the Board authorized me to appoint a committee to study a retirement plan for Association employees. Thus far no final report has been submitted to the Board by this committee, but I do know that it has discussed a number of tentative plans and will soon present some definite recommendations to your Board of Directors.

#### Industrial Relations Committee

In addition to releases on timely industrial relations subjects prepared by our Industrial Relations Committee, which have been distributed to our membership, this committee has held several clinics throughout the state on various phases of industrial relations. I am also glad to inform you that this very able and active group is now planning to hold a state-wide meeting in the near future for the purpose of airing some conclusions, which now seem to be warranted, concerning interpretations of the Labor Management Relations Act. This meeting is likely to be followed by some regional clinics if the situation warrants holding them.

#### Health and Safety

Through a newly organized committee known as The Occupational Health Council, we are seeking to increase the interest of Connecticut manufacturers in providing the maximum safeguards for the health and safety of their employees. Specifically, the committee desires to help advise member manufacturers of up-to-date practices in the occupational health and safety field. As a starting activity of the Council a study of the medical setup in plants of all sizes in the state is planned. This should be extremely valuable to manufacturers wishing to enter or expand a program designed to improve the working conditions of their employees.

#### Membership

Just a word about our membership. As all of you know, our membership had a flourishing growth during the war years and the first year following. It is still growing in numbers, but as was to be expected, at a slower pace. This slower growth is due largely to financial difficulties, liquidation and mergers among some of our smaller companies. Despite these handicaps we have shown a net gain of 35 new members for this year, making a total of 1,148 members, or an all-time high record. Of further interest is the fact that our percentage of members employing less than 100 persons has grown from some 58% during the past three years to 64%....



NEW DIRECTORS ELECTED TO TAKE OFFICE JANUARY 1, 1948. (L. to r.) John C. Cairns, Executive Vice President, The Stanley Works, New Britain; David Ayr, President and General Manager, The Hendey Machine Company, Torrington; William S. Lowe, President, The Winsted Hardware Manufacturing Company, Winsted; Robert B. Davis, Vice President and General Manager, Raybestos Division, The Raybestos Manhattan, Inc., Bridgeport, and H. R. Giese, Vice President and Works Manager, Sargent & Company, New Haven.

We all recognize that the cost of local government has greatly increased within the past few years and that realty bears the local tax burden. Teachers' salaries have been one important factor in this development, and I shall refer to our educational system a bit later. The question is whether the cost shall be met by centrally collected taxes or by the responsible localities. It is a matter of importance to everyone because it involves the allocation of power and control between governments. For-tunately, all forms of taxation are unpopular, at least by the group that has to pay them. That is one way of having as few of them as possible. But taxes must be raised to support the government services we demand. The history of government has been the history of expanding services and the increasing cost of supplying these

Under our American system we have had strong local and state governments. However, changes in the relationships between the government units have been occurring during recent years and it is now quite clear that the process has been accomplished by a high degree of centralization. The manifest result of this process has been the assumption of functions by higher levels of government and a consequent diminution of the responsibilities of lesser levels of government. It has become clear, too, that while some centralization is necessary, it has never been accomplished without a correspondingly serious loss in the directness of the relationship between government and the people served by government. The effect of this increasing spread between the people served and the government which represents them involves a dangerous breakdown in the control of government by the people. The end result would be appalling if this process were to continue uninterruptedly. The smaller units of government-the cities, the towns, the villages, as well as the counties-are those closest to the people. Only if they are preserved can the people effectively control that area of government with which they have the most contact. The problem then becomes one for continuing strong local government in the face of increasing cost of government.

We have experienced increasing amounts of federal aid and, to even a greater degree, increasing amounts

of state aid, to municipal government. This simply means that one government raises funds to be spent by another government. These aids are advanced on some formula by the central government to the states or the localities. The funds are raised by taxes. They are distributed to the state or the localities in order to support, in whole or in part, certain governmental services which are administered by these units of government. Some such grants are desirable, especially in so far as they provide the means of giving the residents minimum standards of services that are essential to their well-

Our schools are an example. All the children throughout the state are entitled to equally good education. This is in the interest of the children of all the people. We cannot afford illiteracy in a poor school district just because the district does not have the financial resources or refuses to provide the standards of education obtainable in a large city. On the other hand, there are but few of the towns in Connecticut that are actually unable to provide average standards of education if the people could be persuaded that, in the final analysis, it is in their best interest to do so, and that eventually they will be called upon to pay the bill in one form or another, either directly or indirectly.

Every time we use the mechanism of state aid in the support of municipal services by state collected monies we risk a lot of trouble. Let's examine a few of these.

First, centralized financing means that centralized government will dictate and control the character of the services rendered. That means government control by people remote to the persons served.

Second, centralized government encourages extravagance and waste, and sometimes even worse, on the part of local officials who are charged with the responsibility of spending money, the raising of which is not their obligation.

Third, it encourages unwise and wasteful demands for services by the people of the community. The illusion is developed that the service will be paid for by someone else and that the people in the community will simply be the ones who receive the benefit of the service.

Fourth, it encourages the type of economic ignorance which conceals the fact that, in the long run, every government service must be paid for

by taxes and that all taxes are paid by all the people.

Fifth, it frequently operates most unfairly to particular communities. The nature of the tax imposed by the central government may be such that it simply takes from one community and gives to another without any equity or reason to justify the redistribution.

I believe that each of these five conditions are present to some extent in Connecticut. I hope before this trend goes too far that you and the people of our state will recognize that government service costs money, and that because of the nature of the world in which we live, you have to pay the cost in taxes. There is no escaping this simplest of economic rules. Santa Claus is no more real in state than in municipal government. A recognition of this principle would mean that local office holders would have to face the responsibility of justifying increased expenditures to the very people who would have to pay for them. It would mean that the particular groups in the community who are interested in increasing expenditures would have to prove to their fellow townsmen the essentiality of the services to be rendered and the justification of the particular cost. And it would mean that there would be every incentive to keep the cost as low as is consistent with the standards of services that were being proposed.

In this connection, it is most important that the costs of government should not be borne by any one group or class of the community. Otherwise the incentive to exploit the taxpayer by those who bear no direct tax burden is too hard to resist.

#### State Sales and Use Tax

While on the subject of taxes, I find myself unable to refrain from some mention of our state sales and use tax and, for the first time to make some statement concerning our hopes and plans for the future.

At the outset let me say that we do not propose to suggest the repeal of the sales tax. The state was committed by the last General Assembly to a program of expansion and new obligations that must be met.

Apparently most people outside of our membership, and even some that are within our ranks, have believed that we were opposed to a sales tax in principle. This is not the case. Early in the session of the last General Assembly, when hearings were held on a sales tax patterned after the Ohio law, the Association called attention to some of the adverse effects that a sales tax may have upon the competitive position of industry, but maintained a neutral position as, at that time, during the hearings, no need had been demonstrated for a new major form of taxation.

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After the General Assembly had committed the state to large expenditures for new and additional services, particularly the soldiers bonus and aid to education, we were prepared to support a general sales tax, but declined to be committed to any program until afforded an opportunity to review the proposed measure. When the bill that is now law was brought out of committee, your Association made every effort to have it substantially amended or, in the alternative, defeated. The reasons have since become evident not only to industrialists, but also to the general public.

Despite a probable lower return, during the first quarter of its operation than may be expected in subsequent quarters, we have been of the opinion, since the passage of the legislation, that the sales and use tax, in its present form, would return to the state revenue greatly in excess of the \$26,000,000 anticipated by state officials and greatly in excess of any sums needed for present state expenditures. Our opinion concerning the excess return from the sales and use tax, and our strong conviction that a special session of the General Assembly should be called has now been confirmed and approved by the Governor as indicated by his statement in the papers.

When a special session of the General Assembly is convened the Association will join with other groups in recommending: (1) a reduction in the amount of the present tax from 3% to not more than 2% and/or less if sound estimates warrant a greater reduction, and (2) either amendments to the present act in order to exempt goods and materials used or consumed in production, including the instruments of production, or replacing the present law with a gross receipts tax on retail sales. We definitely will not favor repeal of the present law unless another form of general sales tax is substituted.

We have no inflexible program but rather recognize the rights of other groups whose experience has shown that some modifications are essential. I believe Connecticut industry will be well satisfied if amendments are

authorized in the Connecticut law establishing exemptions similar to those provided in other industrial states, to the end that we may be placed on an equal competitive basis with producers outside of Connecticut. We, too, are interested in the general provisions of the bill as they may affect the welfare of our employees. Certainly the law should be amended in order that the present administrative costs for all types of business may be greatly reduced. . . .

#### The Wage-Price Profit Controversy

During recent months there has been much controversy at the bargaining tables and in the press over industry's ability to pay wage increases without a corresponding increase in prices.

Those who have insisted that general wage increases could be made without first increasing production have disregarded basic considerations. In assuming that such wages increase purchasing power, they have ignored the fact that money is only valuable to purchase goods and services. If more purchasing power were the only key to a higher living standard it would be relatively simpler for the government to print more money and scatter it over the countryside. If wage increases without equivalent increases in production are granted to workers, they can only result in temporarily penalizing other groups which do not receive similar increases. But if, as has always been the policy in America, through better machinery or more efficient production methods, the worker is able to produce more, the resulting increased production is then shared by the worker not only in increased wages, but also in lower prices of the things he and other consumers buy and by investors who risked their money to make the production pos-

#### The Profit Myth

Advocates of wage increases sometimes assume that wages should be determined by profits, rather than by the value of worker's contribution. If this theory were tenable, it would logically follow that a decrease in profits would result in a decrease in wages. Their reasoning ignores the consideration that even in good years, from 30 to 40 per cent of the corporations in this country earned no profits at all. In the year 1929, the best year of the 1925-1940, manufacturing corporations, as



HEAD TABLE GROUP IN THE MAIN DINING ROOM DURING BANQUET SESSION. Seated (l. to r.), L. J. Ross, President, The Torrington Company, Torrington, Director; A. V. Bodine, President, The Bodine Corporation, Bridgeport, Vice President; W. A. Purtell, President, The Holo-Krome Screw Corporation, Hartford, Vice President; Maltby Stevens, Vice President, International Silver Company, Meriden, Director. Standing (l. to r.), L. M. Bingham, Secretary; E. B. Shaw, Agent, American Thread Company, Willimantic, Director; H. W. Jones, Jr., President, American Tube Bending Company, New Haven, Director; Morgan Parker, President, Bard-Parker Company, Inc., Danbury, Director.

a whole, earned 6.6 per cent on their investment. This profit represented merely 5.5 per cent of their gross income or total sales.

The assumption that wage increases can be based on porfits disregards the large relation which wages bear to the final selling price of any article. If one adds up all the wages, from the extraction of raw materials to finished products, wages amount to approximately 75 to 80 cents out of each manufacturing sales dollar. We are, of course, dealing here with averages, since the amount varies from industry to industry, as do other costs.

The extremely important fact that is completely ignored by the critics of our economy is that our system is not truly a profit system at all, but rather a profit and loss system. In our economy men are spurred on to compete with each other for the consumer's dollar in the marketplace by twin incentives—the hope of profit and the fear of loss. And by this process the public secures vastly greater benefits than can possibly be attained under

any form of socialism where no such incentives exist.

Apparently the critics of our profit and loss system have forgotten or ignored the ancient scriptures which exhorted the people to save their crops in good years to make certain they would not starve to death during lean years. In manufacturing or any type of business there is a comparable analogy to the admonition about crops in ancient days. Profits, like the crops of old, are the rightful fruits of our labors, without which we would suffer losses, starvation, unemployment and stagnation. We must, therefore, have substantial profits in the good years to compensate for little or no profits or losses in the bad years. For example, in only four out of fifteen of the years preceding World War II were there more active corporations reporting a net profit than reporting a net loss, and during these fifteen years 58 per cent of corporate profit and loss statements were not profit statements at all, but only a record of losses. Even now, when it appears that many of our manufacturing industries are earning large profits, the figures do not reveal the real facts-namely, that real profits are on the decline despite dollar sales of unprecedented volume in many lines. This is due to higher wage costs and particularly to the government taxing policies and lower purchasing value of the dollar.

The type of reasoning which would place the entire blame for high prices upon industry or for that matter upon the farmer, the wholesaler or the retailer, is not only utterly unsound but likewise dangerous. It destroys confidence in our entire economic structure by spreading the false notion that our present hardships of inflation are due entirely to selfishness and greed on the part of industry, farmers, merchants and other business groups in our economy. On the contrary, the destructiveness of war, combined with excessive demands for goods over present productive rates, high wage demands without comparable increases in productivity, government subsidies or support of certain prices, our money policy and a small pinch of greed are the chief causes of our present inflation malady.

The only cure for our present inflation malady that will not endanger our freedom is for all groups in our society and especially employers and employees to cooperate that we may produce a greater abundance at lower unit costs. For only by improving effort at the machine, and on the assembly lines, combined with improved machinery and methods, can we make more goods and have a greater abundance to share. Industry is but one spoke in the wheel and must have the cooperation of farmers who produce and sell at fair prices, an economy

practicing government, efficient distribution and labor willing to produce for its hire.

#### Conclusion

If we had never heard of our present form of free economy—sometimes called democratic capitalism—which has done more to improve man's environment in 100 years than in all the centuries that have gone before, it would win millions of followers overnight. Lacking among us a prophet who can set our minds on fire for this new revolutionary idea, called freedom, we need to cultivate a new faith in ourselves. We of industry are not making goods and satisfactions for anonymous consumers, but for human beings. We are not working simply for production, but for human liberty.

During the war, management, labor and government submerged much of their ignorant selfishness to achieve a victory. Today we need a new determination to achieve "total peace."

Let us, in management, enlist the aid of our employees, our community and our governments—local, state and federal—to fight our only real enemies—indolence, suspicion and greed.

Let's make the most of the system we know through truth-telling education about our system.

Let's keep our most precious newfound freedom alive in a darkening world by making our democratic capitalism work.

### **Performance on the Home Front**

A digest of address at afternoon session by Frank C. Waldrop, Chief Editorial Writer, Washington Times-Herald.

HEN I undertake to discuss the performance on the home front I can plunge in almost anywhere and justify myself, provided, of course, I climb out again on schedule time and do not hold you here past my allotted hour.

Gentlemen, to get right down to it, I propose today to give you a few brief reports on the following:

Who is the most powerful politician in the U. S. A. today?

What are the main issues to be considered by Congress when it re-

What is the most important civil governmental reform now under consideration? And finally, a word or two about our common public enemy, the

The most significant and important and powerful politician in the U. S. A. is unquestionably Senator Robert A. Taft, of Ohio. As you know, Senator Taft has only recently completed a speaking tour of the Western states. And after the first few days of it there began to come back to Washington a steady stream of opinions from observers of all political shadings that Taft was doing more good for the Republican party and for himself in that relatively hostile setting, than he was doing harm.

In brief, the effect of his trip was definitely plus, not minus. That was a greater success than it might seem at first glance for I think you will recognize that Senator Taft was certainly in an exposed position to be shot down politically, if not physically, for having led the 80th Congress in its first session to improve the labor laws so that union bosses can no longer dominate industries and workmen solely according to their own imperial whims alone, but must behave lawfully just like bankers, manufacturers and streetcar conductors.

But I do not base my judgment of Mr. Taft's powerful position simply upon the undoubted success of his Western trip. His influence is much more fundamental than that, but it is not always well appreciated outside of Washington, so I trust you will permit me here to give it in some detail.

For a full appreciation of the political developments of 1948 inevitably requires your consideration of these points.

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The foundation fact of American politics at this moment is that in 1948 the Republican party will have to go to the country with a Taft program, by and large, no matter who may be the Republican nominee, just as the Democrats will have to go to the country with a Truman program.

Look at the Democratic situation first. Truman is a President in office running for renomination and reelection. His party has to put him up again because if it turns him down the voters will rightly just laugh and ask why they should trust a party any longer that won't even trust its own President four more years when he asks it to do that.

So, as long as Truman wants the nomination it is automatically his, and the Democratic appeal in 1948 must rest basically on the Truman record and proposals for the future.

Now, as to Taft, bear in mind that he is sure of his Senate seat at least until January 3, 1951. And not only that. He is chairman of the Senate committee on labor and public welfare and ranking member of the finance committee.

His power over essential legislation remains unshakable so long as the Senate remains Republican and so long as the Senate rules on committee chairmanships remain as they are.

The Senate will be Republican at least until 1951. And the Senate isn't going to change any rules about seniority now or later.

So you can take it as final that Taft will be in power in the Senate for years, if he stays there.

And what about Taft the Republican? Well, first he is chairman of the Republican policy committee of the Senate. He presides in the most secretal legislative policymakers. You can see the value of that in party direction.

But still more important than anything else is Taft's own, personal legislative program already on the record in Congress. Any other Republican nominee for the Presidency may add to it or differ in detail but none can safely repudiate it as a whole or in major part.

How, for instance, could a Republican candidate in 1948 do anything except back up Taft on labor?

The Taft-Hartley law was passed, it



FRANK C. WALDROP

is true, by an overwhelmingly bipartisan vote.

But the Democrats never had the nerve to bring out such a project when they were in control of Congress and of all the fire-breathing Republicans in the Senate it was Taft who took on the risky job.

As it turns out, the Taft-Hartley act is standing up not only in the courts but with the country and will become increasingly popular as it demonstrates what Taft promised, a fair balance of protection for the rank and file of the working members of unions, as well as protection for nonunion employees and for employers.

It was a great and courageous legislative undertaking and will add to Taft's stature in 1948 and thereafter. Watch and see. So how can any Republican Presidential nominee be against it?

But Taft's personal legislative program has a lot more to it than just that. He is sole author in some cases, and co-author in others, for a whole series of social improvement projects. He has pending a housing bill, an education bill, a medical bill and broader unemployment compensation insurance plans.

And he is bold enough to have said on his recent trip that there will be LITTLE permanent social legislation passed by the Eightieth Congress because Truman can't be trusted to administer it fairly. In other words, the President who takes over after the 1948 elections will get the Taft social program right in his lap.

Taft has just about gauged how much of that sort of stuff the country needs, wants and will accept. All anybody else can do is play "me too."

The Senator from Ohio may be no glamor boy, but he is one smart thinker on sound government.

And his ability to gauge what the truth is and say it may not be so dumb politically, either. His flat-out telling of the facts when other men mumble shows that Taft has confidence in the character and honesty and common sense of the voters.

He does us the honor of assuming we are grown up, sensible people and leaves it up to us to deny it, if we will. And sometimes he really makes us live up to his own way of saying and doing.

Just consider one sample of his political method: Out on the West Coast Taft stood up on his feet and said that if we want to control prices and send food to Europe we should all eat less.

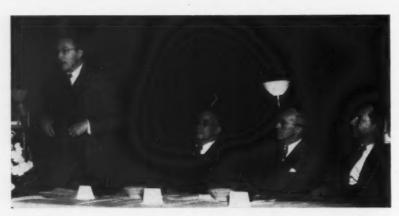
Immediately all the Nice Nellies and Timid Tommies began to hang out the crepe and say that poor Bob had just committed political suicide. Again. And all the suckers for Communism in the union headquarters went out to throw tomatoes at him and call him dirty names.

So what happened? So the namecalling and tomato heaving stirred up the sense of fair play among decent people the country over. And weeks later as to that "eat less" blunder, socalled, who came weakly tiptoeing after Taft's lead but High Tax Harry, himself, with the whole country well aware of the spectacle?

Gentlemen, to put a cap on it, if you wish to appreciate the power and significance of Senator Taft in making political policy, you had best interview his Senatorial opponents. They have had experience and they know. Mr. Taft does not go for headline applause. He goes for facts in law that will direct the course of government and he is a talented and imaginative specialist in that sadly neglected field.

Other politicians have cultivated their guitars or their baritone resonance or made cunning alliances with special interests of one or another sort. But there is only so much time allotted to any man, and for every hour they have put in at such endeavors just so much have they failed to give to the real, last and controlling word of politics which—and may you never forget it—is LAW. I will spell it out, L-A-W.

After all is said and done government remains law and the enforcement



(L. to r.) FRANK WALDROP, Chief Editorial Writer, Washington Times-Herald, guest speaker; Messrs. Bodine, Smith and Coolidge.

of law. In that field, I give for what you may think it worth, my fixed opinion that no man in the United States stands anywhere near Senator Robert A. Taft for mastery and insight. The result in political directions is a profit to us all.

Now you are of course all very familiar with the achievements of the 80th Congress in its first session. They were notable by any test. The 80th is the first Congress since 1931 to be controlled by the Republicans in both branches. Almost a generation has passed away since there was a Republican speaker in the House of Representatives and little less than that since the President of the Senate became a Democrat—all until this year.

That in itself was a milestone of significance. But in addition, the first session of the 80th saw Congress pass through a complete reorganization of committee alignments, even while control of the majority functions was being transferred.

ing transferred.

The speed, smoothness and efficiency of those two internal changes are accomplishments of which the Republican party can justly be proud. It is a

good omen.

In addition to these internal revisions, of course, the 80th in its first session made the essential minimum labor law amendments, began a vitally necessary campaign to reduce the cost of government, wrote excellent national defense laws combining the armed forces, set up a commission to design a reorganization of the executive branch of the federal government to match the legislative reorganization, began the systematic removal of governmental restraints upon trade, and made manful efforts to improve the tax laws.

#### Chief Congressional Issues

This is only a touching on the highlights, simply to indicate the workmanlike character of the Congress as presently composed. In the coming session there will be plenty for it to do.

First and foremost, the new tax law. I do not here propose, gentlemen, to predict what will happen in 1948 as to federal taxes. I only pass on to you some general opinions by tax experts whom I respect. Their consensus is that the Congress will not only pass a personal income tax reduction in 1948 in spite of any opposition from Mr. Truman, but also will enact a general federal community property law.

Just how Congress will be able to appropriate the enormous sums asked by Mr. Truman for his foreign affairs projects, authorize enough money to give us minimum military security and efficient federal administration, and at the same time cut taxes, is something entirely beyond my ability to tell you.

My best guess is that something is going to have to give, and it will be the Truman plan for Europe, or the Marshall plan or whatever you like to call it, because Russia has made us all realize it would be criminal treason to neglect the military budget again, and the federal government will be a long time melting down to relatively inexpensive size no matter what any of us thinks or would prefer.

It all comes down to this: Reductions in taxes mean reductions in foreign relief. And 1948 is an election year. Foreigners don't vote here—not yet, anyhow—and the American people to my mind want tax relief NOW. We shall see.

After taxes, the second session of the 80th Congress has that foreign relief program to consider, and most important of all general legislative proposals, Universal Military Training. UMT is considered by the military to be the most important element of our national security, ranking ahead of scientific research, annual appropriations or anything else. It is fundamental and controlling, they feel, with respect to our survival of the next war.

I believe them. I hope you do. Senator Robert A. Taft, whom I mentioned a while ago, does not believe them. It will be interesting to see what happens, and more than that what happens

will be important.

Of course, I'm sure that you realize that another major project to be considered in the coming session will be the President's various foreign policy enterprises. The Herter committee and other groups have been extremely busy during the recess and have accumulated facts on conditions abroad far superior to anything done by previous Congresses. This was a remarkable enterprise when you come to think about it. Traditionally this is left to the executive and the Congress is just called in to pass the laws. It is just a mark of the times that our government's commitments have become so vast and complex that the legislative feels it necessary to go out and, as you might say, survey the raw materials of foreign policy before it is willing to consider executive recommenda-

What will be the final form of the program? I would be exceedingly silly to attempt an answer to that at this time. I will only go this far: a very distinguished member of Congress who has just returned from Europe says that he is unclear on every fact except one which is that as long as people over there believe they can get help from here they will not work. They have found out how much fun it is to lean on a WPA shovel and are fully intending to keep it up as long as they can. I do not intend here to invade foreign affairs as a subject of discussion but I will go so far as to add my own testimony based on six weeks this last summer touring Europe, that the spirit of WPA reigns, or when I was there certainly did reign, everywhere. I have seen no evidence of change, either.

#### Government Reform

Now earlier in this rambling discourse I promised to describe what I consider the most important reform of the executive branch of the civil government now under consideration.

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This reform was started in the first session of the 80th Congress as a bill introduced in the House by Representative Clarence Brown, Republican of Ohio, and in the Senate by Senator Henry Cabot Lodge, Republican of Massachusetts.

It provided for a special commission to study the functions of the executive and report to the 81st Congress, which convenes in 1949, on recommended steps in law to make our government more efficient and less expensive.

This commission has on it such distinguished citizens as former President Hoover, Mr. James Rowe, Representative Brown and Representative Carter Manasco, Democrat of Alabama, Senator Aiken, Republican of Vermont, Senator McClellan, Democrat of Arkansas, the Hon. Joseph P. Kennedy, former U. S. ambassador to Great Britain, Prof. James K. Pollock of the University of Michigan, Secretary of Defense Forrestal, Civil Service Commissioner Arthur S. Fleming, Mr. George H. Mead and former Undersecretary of State Dean Acheson.

These twelve men have been assigned by the President, the House and the Senate to carry out what has very aptly been called a miracle of nonpartisan government by my colleague, Mr. Arthur Krock of the New York Times. It is indeed all of that, a miracle, that is asked: To roll back the years of bureaucratic endeavors that have built the coral reef of government up around us all particle by particle, until our very civilization is cap-

tured by it.

If we live to see the federal government again what it once was, a servant and not a master of our national life, we will truly have lived through to a golden age. I hope that if ever in the time between now and 1949 the commission comes to you for help you will respond to the best of your ability. It is working in the vital interest of us all.

#### Communists

Now, gentlemen, I know you will be glad to hear that I am nearly finished. I have only to say a word about those common public enemies of our

republic, the Communists.

I wish first to suggest to you that you stop speaking of the "Communist Party" as if referring to a domestic political organization of the United States in ordinary competition with our other native and domestic political groups, seeking legal even if to most of us, offensive, aims.

The Communist organization, gentlemen, is not a mere political party. It is an arm and extension of a worldembracing conspiratorial organization with headquarters in Moscow, Russia, which organization has as its stated public aim and purpose, the overthrow by force and violence of every non-Soviet government in the world.

Mr. Francis Biddle, while he was attorney general of the United States, issued a legal opinion for the federal government that the Communist organization in the United States no matter what its momentary title or claim, had from its beginning down to that moment, taught belief in the overthrow of our government by force and violence.

It has not changed. It will not

I am sure I do not need to exhort you to disapprove of the Communists. But from experience I know that most of you are not going to lift a finger against Communism until you have let the Communists destroy you.

Why that is, I do not know. But from experience I must say that I am sure not five per cent of you, even now, after all you have seen and read and heard about Communist activity, sincerely believes that the Communists mean YOU, personally, as their target.

You simply do not believe that they have expert murderers, forgers, thieves, arsonists, counterfeiters and criminals of varied kinds, working as official members of their scoundrelly system.

You do not realize that since 1918, when the Comintern first began to do business in Moscow, no Communist in the United States could be looked on as other than an agent of a foreign

I know you do not believe me, now. I am sorry that you do not. For-and now I must spoil my promise at the outset of this talk to behave myself and pop no ulcers-for gentlemen, the day is fast approaching when the Communist organization in the United States will have to be held accountable in law for its crimes against our government, or it will try to destroy our government in the next war, if that war should be against Russia or probably even against Patagonia.

### **Address of Welcome**

Digest of address by Governor James L. McConaughy at Evening Session of Annual Meeting.

these critical times, when debate and dissension becloud the future of all mankind, we can be heartened by the example of Connecticut. As the arsenal for the mightiest military force in history, it drew workers from all over the country to man its war plants. It was expected that the close of the war would mean the return of these people to their original homes.

That, however, has not been the case. Connecticut's population in the past year has climbed over the two million mark, an amazing increase of 18.8 per cent. This is more than twice the increase for the nation and only Maryland among the Eastern states approaches this record.

The inference is clear. Not only have our war-time visitors become permanent residents, but their experiences have resulted in attracting many new people. These people come to Connecticut because they like our State, because they fare better here. They find it the best place to have their jobs and their homes.

I believe these people have stayed because of their hope for the future here. The prospects for stability are greater here than in nearly any part of the country. The advantages of the present are greater. For example, Connecticut leads New England in per capita income. By the very nature of her industrial plant it has strong props against downward trends in business activity. New England as a whole significantly draws its income from nondurable manufactures, which ordinarily decline less than durables in a recession.

Past performance and an active present are stimulating. But this stimulation is important chiefly in that it acts as a spur to a promising future. The crux of Connecticut's future lies in our learning constantly the changing patterns under which we can all live together in peace and harmony for

This phrase mutu

This phrase mutual prosperity has been widely used. Political candidates and public office holders know its importance and hold it out as a pledge. Industrial bosses use it to indicate their contributions of employment to manpower. Labor leaders construct and hold together their organized forces through guaranteeing their concentrated efforts in its behalf.

Thus we have the three representative factors of our state agreed on principle, although each attacks the problems from a highly individual viewpoint. Here in Connecticut, we have been fortunate in that our relationships between labor, management and government have been harmonious and effective. We have done a remarkable productive job, working together in behalf of each other as parts of our free enterprise system.

In the broad picture, however, there is a fourth element—that element is the public. It is the public which sits in judgment and decides the rights and wrongs of each passing proposition. Our joint responsibility then is one of public relations. Essentially our problems boil down to one of preserving the way of life under which our country has so quickly arrived to its position of leadership among the nations of the world. . . .

No one recognizes better than I, that the very word capitalistic has become a target for criticism and attack. However, I can't believe that the American people desire that our system establish a ceiling for ambition and enterprise. I don't believe that they even care how successful a man can become. I feel instead that they—I should say we—are proud of the unlimited success that has been the challenge and the promise to the young people of succeeding generations. They revel at living by a rule book written by Horatio Alger. . . .

As we advance, as we improve our machines, we must be sure that we are improving the lot of our workers. The heart of the machine is the man. If he is looked down upon, we all go backward. If we look upon him as "common labor," his dignity, his life as an individual, is impaired and insulted.

In this, we in Connecticut are fortunate. Industrial leaders in our state have accepted the challenge of their responsibilities with intelligence and foresight. Many of them are rated among the leaders in the country in



GOVERNOR McCONAUGHY

promoting harmony with labor, as a group, and protecting the dignity of the worker as an individual. . . .

Here tonight we have a representative group of employers, the representatives of management. Not only as governor, but as a citizen of Connecticut, I am grateful for the type of employers we have in our state and for the sound, progressive manner in which they operate our industrial plant. Connecticut management has been in the forefront in our country because of its planning, of its foresight and because of its ability to recognize that to maintain stature and leadership it is necessary to think and act in behalf of the larger group—the workers.

The future of management and the free enterprise system is indivisible from the opportunity of the worker. Most of our people are employees. As a matter of fact, a great part of those



BACKSTAGE AT BUSHNELL MEMORIAL. Seated (l. to r.), Lewis H. Brown, Chairman of the Board, Johns-Manville Corporation, New York, guest speaker; John Coolidge, Treasurer; Governor James L. McConaughy. Standing (l. to r.), W. A. Purtell, Vice President; Edward Ingraham, President; A. V. Bodine, Vice President

whom publicly we know as management are in this category of employees. Just as it is the responsibility of the employers to protect employees as a means of protecting themselves, it is the obligation of workers to safeguard the future of our free enterprise system and our employers as a precaution against the pitfalls of the future. . . .

This does not mean that there are not and will not continue to be certain problems that are peculiar to management and certain other problems that are peculiar to labor. To deny this would be naive. I am too much of a realist for such self-deception.

It doesn't mean, going further, that in solving our problems disputes will not arise. What it does mean, and what the American people are increasingly disposed to insist upon, is that these inevitable disagreements are not approached under the primitive rules of survival of the fittest. In this kind of action we exchange an eye for an eye. The expense for this procedure is borne, not only by the alleged loser, but by all of the people . . . including the supposed winner.

May I summarize this by some rules for successful and harmonious production which I believe in sincerely. They are significantly the result of Connecticut thinking, as they were inspired by the Labor Management Center at Yale University under the direction of Professor E. Wright Bakke, one of America's outstanding authorities in the field of labor-management

relations.

These common objectives by the top representatives of management and labor are:

- It is desirable in the public interest to preserve and perfect democracy, free unions, free management and free enterprise.
- These institutions will survive or fall together.
- There is a large area of common interest among them, but the conflicts are real.
- 4. These conflicts endanger the survival of all.
- 5. Therefore, it is wise to try to reduce these conflicts.

That's the sort of thing about which I have been speaking. It is the approach to our critical problems not only as antagonists attacking the question from two sides, but as protagonists with a single objective—one side—the side of all of us.

I believe that in Connecticut we have been getting closer and closer to the ideals of these basic rules of conduct and compromise: Our record during the war won us nationwide recognition and appreciation. Our present situation is healthy and sane.

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However, the pressures of these

critical days increase momentarily. We must guard carefully from diversions from the proven paths of progress, so that Connecticut in the future will continue to be the type of State where hope and happiness, prosperity and peace, are the cornerstones of opportunity for everyone.

### Putting Loans to Western Europe on a Business Basis

Digest of address by Lewis H. Brown, Chairman, Johns-Manville Corp., at the Evening Session of Annual Meeting.

HEN I submitted my report on Germany to General Clay on July 19, I recommended that Congress be reconvened this October for the sole purpose of deciding upon a foreign policy. I also pointed out that if Congress were not to meet until after the November conference of foreign ministers in London, or were not to act until after January 1, 1948, valuable time would be lost that is of great importance from the standpoint of the economic stability of the world. . . .

This question of European recovery is one of the world's most pressing problems. Whether we like it or not we have a big stake in it. Our destiny is definitely linked with the fate of Europe. In the interests of our own welfare we cannot blind ourselves to our responsibilities. We cannot afford to stand aloof while Western Europe tries to muddle through and attempts to pull herself out of confusion and despair by her own bootstraps.

Congress has the key to whatever action is to be taken. It is clear that the reconstruction of Germany and Western Europe can be brought about only if there is definite change in our policy on the administration and organization of Germany. This policy must be approved by Congress, and agreed to by Great Britain, France and the other nations involved in the Marshall Plan. No plan of action should be undertaken or contemplated without giving full weight to this important fundamental. . . .

No one can predict the future. But, it seems to me, there are only three courses that the United States of America can pursue.

First, we can withdraw entirely from the world scene and let the Communist elements sweep over the rest of the world while we depend upon our strength to protect our own continent from invasion and build an enormous



LEWIS H. BROWN

internal public works program to offset the loss of our export trade.

Second, we can undertake to back the Marshall Plan and our foreign policy with as vigorous an organization as we used to win World War II. We can build an integrated organization for cooperation with our Allies just as we built an integrated organization with Great Britain and France for the invasion of Western Europe. We can be determined to live and let live and can back our policy with force if necessary. At the same time we can be very practical and realistic, making sure that our objective is not dissipated by people with social-service-worker minds who believe that merely spending money accomplishes the kind of objectives that are necessary in this type of economic war.

Third, we can go to war with Russia either now or later, determined to exterminate its leaders and stop the Western spread of Communism....

In spite of all its obstacles and difficulties, I recommended the middle course in my confidential report to General Clay on July 19. A middle course, based on a plan to help Western Europe help herself, is constructive in its very nature and consistent with our principles.

If we are to help Europe recover and if we are to benefit from that recovery our assistance should be well planned on a realistic, business basis.

Most of the American people are tired of pouring money, food and goods into Europe. They are tired of paying higher taxes and higher prices because of European relief. They believe, and with considerable justification, that much of our assistance has gone down the drain. It has not brought about recovery. Under the circumstances it is only natural that the American people are anxious to put an end to the American dole for Europe.

In my report to General Clay last summer I mentioned these facts. Nevertheless, I strongly urged that America help Europe to help herself. I suggested a minimum of outright gifts and a maximum of repayable loans. I recommended no assistance that is not counterbalanced by increased productivity in a vital sector of Western Europe.

In addition to forestalling the spread of Communism there is another very practical and selfish reason for helping to bring about the recovery of Western Europe. A restored Europe will buy far more American goods than is now possible and will help to prevent a depression and unemployment in the United States.

We must look upon some of our assistance to Europe as a purely political investment. It is the type of investment that cannot be repaid in goods but will be repaid in the feeling of security that we will possess if Western Europe remains democratic and escapes the waiting arms of Communist Russia.

The American people must clearly recognize that there will be such emergency types of aid which will not be repaid in kind. In return for this type of assistance we should be assured that the country receiving it will help to preserve the kind of world in which we—and not Molotov and Vishinsky—are interested. This, of course, is economic warfare. To prevent too great a drain on our resources with no prospects of a physical return on our investment, we should keep this type of assistance to a minimum.

But most of our assistance should be considered a business investment that can be repaid if we make it possible for Europe to repay us in physical goods. Our assistance definitely must be put on a business basis.

Of course, the American people will have to provide the initial funds to underwrite the recovery of Western Europe if Congress decides that this is what we must do. Whatever help we give should, however, be provided on a declining basis. By that I mean it should be substantially reduced each year over the next five or six years with the ultimate objective of having Europe stand on its own feet and off the backs of the American taxpayers.

This aid to Europe can only be financed as far as the United States is concerned through one or more of the following methods. Either we must drastically reduce the internal cost of state and federal government. Or we must lower taxes less than would be possible if we were dealing only with our domestic problem. Or we can minimize the reductions of our national debt that would otherwise be made or can have further deficit financing. This latter, of course, I think we all agree, should be avoided. . . .

There are only two ways that I can

see to have these loans repaid. One is by the shipment to us of physical goods which we must be willing to accept. The other is through the currency of the borrowing country. If the borrowing country cannot secure dollars she could deposit her own currency to the credit of our government which then might act as an agent to use this currency to purchase securities within that country and in turn sell them to American investors in America for dollars.

Loans may also be made through the International Bank for Reconstruction and Development to be repaid in dollars from production stimulated by the loan or through commercial banks and investment houses to be repaid through the normal channels of foreign trade. Our Export-Import Bank could also make loans to be repaid later in goods for use in any possible relief program that we might face in the United States and thus help to raise the standard of living of those of our people in the lowest-income groups. This would minimize the taxes that would have to be levied to provide for any relief program in this country.

In any question dealing with the repayment of foreign loans by means of physical goods the problem of the tariff arises. Reduction of the tariff would go a long way toward the repayment of these loans.

As a suggestion, Congress might consider a new plan to permit a generalized quota of imports duty free up to 10% of the physical quantities of the production of any American industry now having a protective or prohibitive tariff. Over a period of

years this would permit repayment without endangering either the price structure or wage rates of any American industry.

It will cost billions to bring about Western Europe's recovery. We cannot and should not deceive ourselves on that score. And most of the money will have to come from the United States. But our assistance should not be in the form of another American dole. Rather, the loans should be an incentive to increase production, to help Western Europe to help herself.

The key to the recovery of Western Europe is Western Germany. But Germany is flat on her back. Before there can be any revival of Western Europe, production must be restored in Germany. In doing so we must take every safeguard to prevent Germany from ever again becoming an aggressive military power. The peace of the world transcends all other things. There are few of us indeed who would care to get Germany on her feet, no matter how great the material benefits to the world, if thereby German militarism were to rise again and drown the world in blood for a third time.

Western Germany is trapped in a vicious cycle.

The production of Ruhr coal is dependent on food, because the miners cannot work on a starvation diet. Food must be obtained from abroad because Western Germany cannot feed herself. Western Germany, therefore, must manufacture products for export in exchange for food. But her industry is stalled because of the lack of coal for power and other uses. And she cannot produce coal in sufficient quantities



HEAD TABLE BALLROOM BANQUET SESSION. (L. to r.) Norris W. Ford, Executive Vice President; John Coolidge, Treasurer; Clayton R. Burt, Chairman of Board, Pratt & Whitney Division, Niles-Bement-Pond Co., West Hartford, Director; F. R. Hoadley, President, Farrel-Birmingham Co., Ansonia, Director; Lewis H. Brown, Chairman of Board, Johns-Manville Corporation; President Edward Ingraham; Governor James L. McConaughy; Alfred C. Fuller, Chairman of Board, Fuller Brush

Company, Hartford, Director; Rev. Sterling S. White, Pastor, Elmwood Community Church, West Hartford; C. E. Hart, Jr., President, Chase Brass & Copper Company, Waterbury, Director; Sydney A. Finer, Vice President, Pond's Extract Company, Clinton, Director; Henry C. Haskell, President, The Brunswick Worsted Mills, Inc., Moosup, Director; Frank S. Nettleton, General Superintendent, Hockanum Mills Company Division, M. T. Stevens & Sons Company, Rockville, Director.

because of the lack of food. And so it goes.

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Somewhere a start must be made to break this vicious cycle.

Had it not been for the fallacious policy of Henry Morgenthau, who wanted to make an agricultural nation out of an industrial nation, Germany would not be bogged down in such difficulties. Unfortunately, Mr. Morgenthau persuaded President Roosevelt to accept this policy which, among other things, resulted in partitioning Germany into four zones. Russia and Poland gained control of Germany's breadbasket in the East. . . .

Under the circumstances we should proceed immediately to bring about an effective unification of the British, American and French zones. Currently this appears to be the only basis for the economic rehabilitation of Western Europe. . . .

Last summer the German people were living on a diet of 1,200 calories a day. That is less than one-half the diet of the people of Britain and one-third the diet of the people of the United States. It is a starvation diet. No one can do heavy work and produce on such a diet.

In my "Report on Germany," I recommended that the diet of the German people should be increased to 2,600 calories over a five-year period and guaranteed under the Marshall Plan on a declining basis—100% the first year, declining at 20% intervals each year for the following four years. To make up the difference in this declining guarantee, the Germans would have to rebuild their productive capacity and exports accordingly. For a five-year period this declining guarantee for food would cost about two billion dollars.

Under this plan meat and special energy foods would be provided, starting with the underground Ruhr miners. They would be given special coupons entitling them to a 75% increase in rations for a 50% increase in coal production. At present Ruhr production of coal amounts to roughly 240,000 tons a day. Proper nourishment for the miners would increase this to 360,000 tons a day.

At the end of five years Germany should be required to repay us for our assistance. And repayment should be a first charge on Germany's capacity to pay. Repayment to us should even precede reparations.

Food, of course, is not the only factor retarding Ruhr coal production. There are other factors such as poor



STAGE AT BUSHNELL MEMORIAL. Standing, President Edward Ingraham. Seated (l. to r.), Messrs. John Coolidge, W. A. Purtell, Governor McConaughy, Messrs. Lewis H. Brown, A. V. Bodine and Rev. Sterling S. White.

and damaged equipment, inadequate housing, squalid working conditions, a mark that is almost worthless, an unwise allocation of Ruhr coal and the shortage of transportation.

Because of the acute shortage of transportation it would not be possible to haul all of the increased amounts of coal from the Ruhr mines, even if the miners were fed well enough to increase output. Railway equipment is being used to export from Germany 10,000,000 tons of coal to other European countries by an unnaturally long rail haul.

When I went to Germany to study the problem of German recovery, I expected that the answer would be found in Germany. But as my studies developed it became amazingly clear that the crux of the recovery problem of Germany and Western Europe lay in the digging of coal by Great Britain to increase production at home and for export to the continent.

Britain's failure to do this is one of the big factors contributing to her dollar shortage. And she is attempting to overcome it by austerity, Nationalism and Socialism. But austerity cannot take the place of production. More and more austerity only tends to push Great Britain further down in a depression cycle. For two years the Labor Government has been putting reform ahead of sound recovery. And it has used the proceeds of our loan to buy food which could have been bought, in part at least, with coal had the miners been induced to dig coal for export.

Before the war Britain shipped coal to Western Europe. Today she is not doing so. If a moratorium were declared for from one year to fifteen months on the 10,000,000 tons of coal now being shipped out of the Ruhr and if this coal could be supplied in-

stead from England it would go a long way toward restoring Germany and Western Europe. . . .

There is no doubt in my mind that direct incentives to the miners will succeed in getting increased production. The miners have money but the things they want to buy are not available. I have suggested that the stores in the mining regions be stocked with needed commodities supplied by the United States and Britain. Coupons enabling the miners to buy these commodities could be given to them for increased production. They'll produce. Their wives and children will see to that. . . .

Coal and food alone will not get Germany back on her feet. There must be a well-rounded program that will give new hope to the Germans and will make it possible for them to rebuild their country and once more join the family of nations.

Certain definite and immediate measures will be necessary to bring this about. These can be considered emergency prescriptions and should be given Number One priority.

First, Germany's unity must be restored as much as possible. The Three Western zones should be integrated by setting up an organization similar to that of SHAEF through which General Eisenhower established unity of command in wartime. A responsible German government for a united Western Germany must be created, but the basic controls must remain in our hands.

Second, Germany must be policed militarily for 50 years, first through an Allied organization and later through the United Nations. This would satisfy that portion of public opinion, here and abroad, which still fears that German military power can be restored.

(Continued on page 38)

### **Naugatuck Holds Postwar** Industrial Exhibit

LOSE to 15,000 visitors attended the week long Industrial Exhibit sheld September 15 through September 20 in the gymnasium of the Y.M.C.A. in Naugatuck. Sponsored by the Naugatuck Y.M.C.A. Industrial Council, this exhibit was acknowledged to be the first large industrial product show to be held in Connecticut since the war. "The products Naugatuck makes, make Naugatuck," was used as the underlying theme of the whole exhibit.

Guests at the official opening and participants in the opening ceremonies broadcast direct from the exhibit over Waterbury Radio Station WATR were: Former Congressman from the Fifth District, Joseph E. Talbot, who served as master of ceremonies and introduced the speakers: Borough Warden Harry L. Carter; Edward Ingraham, President of the Manufacturers Association of Connecticut; Congressman James T. Patterson, and Major Wayne R. Dickerson, executive vice president of the Connecticut Chamber of Commerce.

The first major exhibit of "Made

in Naugatuck" products in nearly 25 years was conceived originally by the enterprising and progressive Naugatuck Y.M.C.A. Industrial Council of 12 member companies. Organized in September, 1945, under the active direction and leadership of Edward T. McGrath, public relations director for the United States Rubber Company, Naugatuck Footwear Plant, and Herbert E. Brown, executive secretary of the Naugatuck Y.M.C.A., the exhibit was in the nature of a second anniversary celebration.

All Naugatuck industries and related organizations were invited to participate in the exhibit. On opening night, eighteen companies and agencies, representing the smallest and largest plants operating in the borough, whose products ranged from pins to molded iron, chains, and of course the two that made Naugatuck famous, U. S. Rubber footwear and Peter Paul candy, had their booths in readiness for presentation to the

After the opening night, the exhibit was open to visitors every day between the hours of 2:00 P. M. and 10:00 P. M., and from the opening gun until the closing hour, six days later, a steady stream of people from Naugatuck and the surrounding area walked leisurely around the Y gym viewing with considerable interest and curiosity the multitudinous products made in Naugatuck. Grammar and high school students from the local public and parochial schools formed groups and, accompanied by their teachers, visited the exhibit in the afternoons. In many grades during the week, the subject of industry was taken for classroom work and the pupils were asked to write papers on the things they observed at the exhibit.

Further added attractions which brought a note of variety seldom found in similar exhibits were the diversified musical talent which included on different days, music by the Naugatuck Men's Chorus, Beverley Sisters Trio, Al Smith's orchestra, The Three Honeys vocal group, Trio Imperial, The Alley Cats vocalists, The Valley Melody Boys, and a special program broadcast nightly over Radio Station WATR which originated directly from the floor of the exhibit.

Highlighting the exhibit were live demonstrations showing the actual manufacture of some of Nagatuck's many industrial products and the countless uses to which these products

### **EXHIBITORS AT** NAUGATUCK SHOW

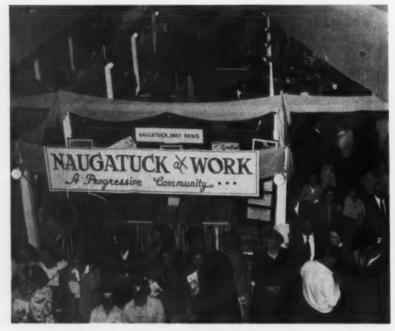


- 1. THE NAUGATUCK Glass Company.
- 2. PETER PAUL, INC.
  3. NAUGATUCK CHEMICAL, Division of United States Rubber Company.
  4. THE J. M. RUSSELL Manufacturing
- 5. THE EASTERN Malleable Iron Com-
- pany.
  6. THE UNITED STATES Rubber Company, Naugatuck Footwear Plant.
  7. THE NAUGATUCK Manufacturing
- Company.
- Company.

  8. W. J. MEGIN, INC.

  9. THE LEWIS Engineering Company.

  10. UNITED STATES RUBBER COMPANY—center piece serving both the
  Naugatuck Footwear Plant booth on the left and the Naugatuck Chemical booth
- on the right. 11. THE BRISTOL COMPANY.



LOOKING DOWN from the balcony of the Y Gym, an overall view of the Exhibit.



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are put. Large crowds saw items of rubber and canvas footwear take form before their very eyes at the booth of the United States Rubber Company Footwear Plant. Chain making machinery in operation under regular power was featured at the J. M. Russell Mfg. Company booth. An exhibit never before shown, according to company officials, was the quality control equipment of the Eastern Malleable Iron Company which demonstrated the precision with which the quality of their finished iron is controlled during the many stages of operation, right from the testing of the sand. The Naugatuck Water Company dramatized its operations with the showing of a technicolor movie. The Risdon Mfg. Company booth featured one of their machines in operation forming wire into badge pins, commonly used in campaign buttons. Guessing contests with prize awards were special features put on by both the Risdon Company and the United States Rubber Company at their respective booths.

While space will not permit many details, including suitable words to describe the outstanding flair of "exhibitionism" shown by members of the Industrial Council and many manufacturers who make no claim to wide experiences in the dramatization of their products through exhibits, manufacturing plants who displayed their chief products were as follows:

The United States Rubber Company, Footwear Plant—fabric rubber-soled footwear, waterproof footwear, carpet sponge underlay, chemical sponge rubber.



MAKING A GRENADIER BOOT at the booth of the United States Rubber Company Footwear Plant.



THE EXHIBITION COMMITTEE: Seated, left to right, Edward T. McGrath, U. S. Rubber Company Footwear Plant; Harold Kazanjian, Peter Paul, Inc.; Seymour Squires, Naugatuck Water Company; John F. Fitzgerald, U. S. Rubber Footwear Plant, general chairman; Herbert E. Brown, Y.M.C.A.; John J. P. Long, Naugatuck Chemical Company; Joseph Carpenter, J. M. Russell Company, and John Rose, Elkamar Manufacturing Company. Standing, left to right, Harry E. Benham, Risdon Manufacturing Company; John Hayes, Red Cross; M. P. Engalsted, Chamber of Commerce; John W. Hayes, Jr., Lewis Engineering Company; Daniel C. Walsh, commercial artist; Harold P. McDermott, Naugatuck Glass Company; Ronald E. Jones, Risdon Manufacturing Company; Thomas J. Dillon, U. S. Rubber Company Footwear Plant; A. C. Hampson, Perry Press, Inc., and C. G. Durbin, Naugatuck Chemical Company.

The Risdon Manufacturing Company—safety pins, cosmetic containers, and a variety of metal stampings used as component parts by other manufacturers.

The J. M. Russell Manufacturing Company—chain, buckles, and plumbing specialties.

The Eastern Malleable Iron Company—gray iron, malleable iron, aluminum, steel, and alloy castings, saddlery hardware, vehicle hardware, trailer axle assemblies and belt hooks.

The Naugatuck Manufacturing Company — seamless copper and nickel-plated floats, ranging in size from 1" to 20" in diameter.

The Naugatuck Glass Company—convex glass for clock faces, compact mirrors, automotive mirrors, flashlight lenses, instrument panel glass and decorative glass.

The Naugatuck Water Company—through a technicolor movie presented from behind a translucent screen, there was shown the company's reservoirs and other installations as well as the employees going through the operations necessary to the distribution of water.

Naugatuck Chemical (division of United States Rubber Company)—agricultural chemicals, aromatic chemicals, dispersions, heavy chemicals, Lotol compounds, plastics, reclaimed rubber, rubber chemicals, rubber labels, seals, specialty lacquers and cements, surface coatings, textile-treating resins, GR-S synthetic rubber and latex.

Peter Paul, Inc.—chocolate and

walnut caramels, Mounds cocoanut bars, and Charcoal Gum.

The Bristol Company—many types of automatic control and recording instruments, and also a line of mill supply products including belt lacing, and socket set and cap screws.

The Lewis Engineering Company electrical temperature measuring instruments.

The Perry Press, Inc.—commercial printing, addressing, mailing.

W. J. Megin, Inc.—industrial and residential contracting, lumber yard, mill department, repairing and remodeling, cabinets and furniture.

The Elkamar Manufacturing Company—production milling, drilling, turning, boring, grinding, threading and topping of metal goods.

Other well-planned displays were by the Naugatuck Daily News, from whose booth the news was broadcast daily at 5:00 P. M. over Radio Station WATR, the Naugatuck Chapter of the American Red Cross, the Naugatuck Chamber of Commerce, and Daniel C. Walsh, commercial artist.

All the exhibitors and others connected with the exhibit were well pleased with the enthusiastic and spontaneous reception accorded it by the people of Naugatuck, including small children, men and women, many of whom were viewing for the first time products that Naugatuck makes. Expressions of surprise and feelings of pride over the variety of products turned out in the borough were heard throughout the week-long show. All

(Continued on page 42)

### **New Industries of Connecticut**

THIS ARTICLE, concerning UARCO, Inc., of Deep River, Conn., is one of a continuing series of stories dealing with the background, products and services rendered by the many new industries in the state which are now making worthy contributions to Connecticut's economy through the creation of industrial payrolls, tax contributions, purchase of a wide variety of goods and services and the production of many new products and services needed in the state.

EWCOMER to Connecticut as a manufacturer, but oldtimer in the field of serving the East with business forms, UARCO Incorporated is now in its seventh month of expanding operations at its new plant in Deep River. By early 1948, it is anticipated that full productive capacity will be reached and some 200 plant employees will be producing business forms for the New England and Middle Atlantic States area.

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Incorporated in 1894, UARCO has consistently been a leader in the design and production of that essential need in every business operation—printed forms. The company's products include multiple-copy continuous forms, with or without carbon interleaves, for typewriter and business machine use, autographic registers and their patented forms, and one-time carbon forms in unit sets.

Major purpose in coming to Connecticut, company officials point out, is to give better, faster service to customers old and new in the area. UARCO's general offices are in Chicago and the company has plants both there and in Cleveland, Ohio, and Oakland, California.

Commenting upon the establishment of the Deep River plant, Gregson L. Barker, Eastern Division manager states, "The company has always believed quality and customer service to be the most important elements contributing to a successful business. The two are interdependent; neither alone can support a truly growing business. In our case, the quality has been developed over a period of years. However, our customers are also entitled to have that quality available to them whenever and wherever they have need for it. The only way to provide this 'wherever and whenever service' to New England and Atlantic states customers was through the establishment of a fully-equipped plant right in their own back yard. Connecticut was the obvious location for a plant of this kind."

UARCO's products are sold to

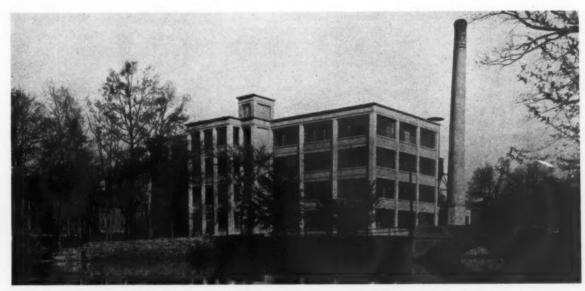


GREGSON L. BARKER, Eastern Division Manager, UARCO, Incorporated.

every type of business—manufacturer, wholesaler, retailer or service establishment.

The company produces specially designed forms for Purchasing, Receiving, Warehousing, Shipping, Production, Accounting, Payroll, Personnel and Communication operations. To manufacture these forms highly specialized types of printing equipment

(Continued on page 41)



EXTERIOR VIEW OF THE NEW UARCO, INCORPORATED, PLANT AT DEEP RIVER.

### **Bigelow Open House Builds Understanding**

By JAMES JACKSON, Plant Manager, Bigelow-Sanford Carpet Company, Thompsonville

NEVERAL days after 13,000 persons toured the Thompsonville plant of the Bigelow-Sanford Carpet Company last month, a local merchant and his customer were discussing the

A second customer, overhearing the conversation, interrupted to comment, "I'm glad you enjoyed our Open

Were you one of those guides with the blue arm bands?" asked the mer-

"No, I was working at my loom," was the reply. "You see, we were as much a part of the Open House as the guides. If some of us hadn't been working there'd have been little for you to see.

When this story was reported back to me I was sure more than ever that we had accomplished some of the special objectives for which we had aimed in our Community Open House. In this case, it was a heightening of employee morale. There are values other than simple "community good will" that make the Open House a worthwhile medium for management to use in communicating with employees and the community.

Many companies have been using the Open House with no particular objective in mind other than familiarizing the public with their manufacturing processes.

We wanted to do more than that, to mechandise specific ideas. We sought to organize ourselves so that we could accomplish these additional objectives. These were:

1. To build employee morale.

2. To tell our public the facts about our company's operation and its importance in the community.

It was decided when we set the dates, September 24 and 25, that anyone who wished to come would be welcome, persons from surrounding cities such as Hartford and Springfield, as well as our own employees and their friends and neighbors. We used spot radio, newspaper advertising and publicity and direct mail to our employees and to special groups in the vicinity to make the event known. Nevertheless, we were surprised when the total attendance exceeded by 3,000 the total population of our plant city, evidence that we drew visitors from a wide area.

A well organized Open House staff of guides and guards and receptionists, plus hundreds of others handling miscellaneous details, enabled us to handle the crowd without mishap or confusion. A representative of our public relations counsel worked closely with us from the time the Open House was decided upon, giving us the benefit of experience of many other Open House committees.

Our basic objective was no different than the usual Open House; we wanted to promote good will for the company among persons in the plant community, including employees and their families. Attaining this objective, it seemed to us, was largely a matter of being a good host and leaving with our visitors the impression that Bigelow is a friendly, substantial and interested citizen of the community.

We felt, however, that even though the event was directed at the community, we would, indirectly, be talking to our own employees.

Even though the Open House was necessarily management sponsored, we continually emphasized in personal contacts and notices the idea that it was a joint management-employee show. The success of the event was in great part due to the fact that our employees did in fact make it their show. Those who were working felt that they were contributing to the event, and those who served on special assignments did so with great enthusiasm. In addition, many departments on their own initiative devised exhibits not planned by the general committee. Visitors found at several spots in the plant special displays that helped explain the work done in those departments.

Another objective of our Open House was to use the plant tour as a medium for communicating economic ideas to the plant community and our employees.

To the latter, we wanted to say, The company takes an interest in your welfare." Our plant has a good safety record, an active recreation program, a program of employee benefits. These facts were dramatized in special exhibits that evoked considerable in-

While employee morale is an intangible, difficult to measure, we feel that our people were lifted in spirits by the event. Their general attitude and their comments to me are an indication of this. A surer indication, perhaps, is the fact that in spite of taking many employees from production jobs to act as guides, nevertheless production was not materially affected during the hours of the Open House.

We have always worked on the

(Continued on page 40)

### CAMERA RECORDS OF BIGELOW OPEN HOUSE



- 1. GOV. McCONAUGHY shakes hands with Anna Iskian, a weaver for 47 years, as she operates a hand loom over 100 years old.
- 2. PHOTOS OF EMPLOYEES activities attracted the attention of many of the
- 3. THE GOVERNOR chats with an employee in the Dye House.
- 4. THE JACQUARD LOOM attracts the attention of future carpet men.
- 5. THE GOVERNOR SHAKES HANDS with Everett Woods who made Lokweave Rug which was presented to the Governor by Plant Manager James Jackson.
- 6. WHAT HAPPENS to the wool in the carding room operations the Governor. L. to r., Elliott I. Petersen, vice president for manufacturing, James D. Wise, Comm. Egan, Gov. McConaughy and William Taylor.
- 7. BIGELOW'S PRESIDENT, James De-Camp Wise, explains the operation of the jacquard loom to Labor Comm. John Egan.
- 8. LOOKING OVER the Lokweave ex-
- 9. A TALK IS GIVEN on the break-down of the sale's dollar in the exhibit area.
- 10. THE FLOW OF PEOPLE was steady going from one mill to another.
- 11. MIDWAY through the tour, visitors stopped for a "pause" and refreshments.



### **NEWS FORUM**

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

THE ANNUAL CITIZEN'S AWARD of the Hartford Chapter, Jewish War Veterans, was this year presented to Charles B. Cook, vice president and factory manager of Royal Typewriter Company, Hartford.

The choice was announced by William A. Purtell, president of the Holo Krome Screw Corporation, Elmwood, and chairman of the group of five men who selected this year's winner.

The Citizen's Award has been given annually for the past six years to a man living in Greater Hartford "whose life and deeds exemplify the unifying principles of American inter-faith relationship.

AMONG THE MANY "FIRSTS" created by Connecticut industry through the years are three items produced by The Horton Manufacturing Company of Bristol, according to information from M. C. Treadway, treasurer of the company.

In 1888, the first steel fishing rod was manufactured by Everett Horton of Bristol; in 1884 the first silk fishing lines were made by E. J. Martin of Rockville, whose successor is The Horton Manufacturing Company, and in 1920, the company introduced the first steel golf shafts.

THE SECOND ANNUAL SCHOL-ARSHIP awards of the Connecticut Light and Power Company have this year been made to Miss Anita Gelston

of Haddam and Julius Yale of Meriden. The scholarships provide \$300 a year for four year courses in the College of Agriculture of the University of Connecticut.

Established last year by the company in an effort to help provide for a more productive agriculture in the. future, the four-year scholarships are awarded to two Connecticut young people who have demonstrated exceptional capabilities in farm work. In 1949 and thereafter the scholarships will benefit eight students at an annual contribution by the company of \$2,400.

Both Miss Gelston and Mr. Yale are members of Connecticut farm families and have been active in state 4-H Club and Rural Youth organizations.

CONNECTICUT BUSINESS LEADERS at a recent meeting of the Bridgeport Chamber of Commerce, heard Fred G. Clark, general chairman of the American Economic Foundation, describe management's new freedom to communicate with employees The Cover



REMOVE THE AUTOMOBILE from this month's cover picture and one has a typical "Currier and Ives setting"-solid Connecticut farmhouse, a fresh fall of snow and the holiday spirit in the air.
"White Christmas" is the appropriate
title for this "homey" photo by Josef Scaylea.

under the Taft-Hartley Act as an opportunity to remove causes of strikes and disunity.

'We have previously discovered," he said, "that economic frictions are based not upon prejudice, but upon ignorance of how business operates."

In demonstrating a way of telling workers "truths that have been forgotten during 15 years under the Wagner Act curtain," Mr. Clark used a hypothetical case of a strike threat based on a faulty interpretation of the word "profit" and described how management could go before its employees with a report based on the following points:

1. The cost of goods and services bought from others.

2. The cost of human energy (wages and salaries).

3. The cost of tools wearing out.

PAPERBOARD SINC€ 1850 - FOLDING BOXES SINC€ 1895

COMPANY · INCORPORATED

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4. The cost of payments ordered by government (taxes).5. The cost of using the tools

The cost of using the tools (profits).



AT A MEETING of the Board of Directors of the Kennecott Copper Corporation held recently, Robert L. Coe, vice president in charge of sales of Chase Brass & Copper Company, Waterbury, was elected a vice president of the corporation in charge of all fabricating subsidiaries, which include Chase Brass & Copper Co., Incorporated, and Kennecott Wire & Cable Company. Prior to this Mr. Coe had been a vice president of Kennecott Copper Corporation in charge of fabricated sales.

Mr. Coe joined the Chase firm in 1917, and this year completed his 30th year with the company. His office will remain in Waterbury.



JOHN HERBERT WILLIAMS, assistant manager of branch office operations of Pitney-Bowes, Inc., died recently of a heart attack at his summer home in Rowe, Massachusetts.

He joined Pitney-Bowes in 1928 as office manager of the firm's New York City branch sales and service office, and in 1936 was promoted to an administrative position at the company's general offices in Stamford. At the time of his death he was the second ranking executive in the administration of the firm's 56 sales offices in the United States.

He was a member of many civic and charitable organizations and for eight years served as a member of the Stamford Board of Education, and was its president for four terms between 1940 and 1945.



SPECIAL SIGNIFICANCE was given to the 1947 annual Sports Night Banquet sponsored by the Fafnir Bearing Company of New Britain recently in honor of Fafnir's baseball and softball teams which had annexed three city industrial league championships, had won one state championship, had been runnerup for another, and semifinalist for a third state title, during the season just ended.

Members of the trophy-collecting Fafnir teams, the baseball, men's softball and women's softball groups were honored guests at the Sports Night event, which brought together those

### ARE YOU READY FOR THE KEEN COMPETITION AHEAD?

Recent wage increases, and the practical certainty of more to come, will soon eliminate profits for all but the low-cost manufacturers.

Higher prices can only delay this. Labor will be certain to demand higher wages proportionate to price increases. It is a basic economic truth—which has been all but forgotten during recent years—that in normal times high prices restrict markets, while low prices expand them.

The farsighted manufacturer will strive to put himself in a position where he will not have to rely on high prices for a profit. When the present backlogs of urgently needed orders have been used up, low prices—quality considered—will be the most effective sales argument against competitors.

Many manufacturers are doing just that today by modernizing their management controls—Wage Incentives, Job Evaluation, Production and Planning, Cost Systems, Foremen's Bonus, improved Manufacturing Methods, etc.—with the help of Plocar Consultants.

For information and references, write

#### JOHN J. PLOCAR COMPANY

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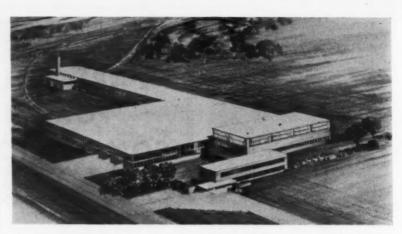
## TO GUESS OR TO KNOW...

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ARCHITECT'S DRAWING of the new cold rolled strip mill to be erected in Hamden by the Detroit Steel Corporation. The new plant, the plans for which were drawn by Leo F. Caprini, New Haven architect, will have a capacity of 60,000 tons per year and employ between 200 and 250 persons.

who have played on teams representing the firm in YMCA-sponsored industrial competition during the past three decades.

During the banquet Treasurer A. G. Way announced the creation of the Raymond R. Searles Athletic Award, to be given annually to an outstanding personality in the field of Fafnir sports. The award will honor the memory of Mr. Searles, who, at his death in 1944, was vice president and works manager of the concern. The first Searles award went to Charles Domuracki, shortstop and captain of the firm's baseball nine.

\* \* \*

OFFICIALS OF International Instruments, Incorporated, New Haven, a new organization formed from the instrument division of the M B Manufacturing Company of that city, have announced that the company is now established in the production of a specialized line of midget meters and allied equipment.

In connection with its sales of what is claimed to be the smallest D'Arsonval meter on the market, the company is offering engineering service to assist manufacturers in the application of the meters.

\* \* \*

THE WARTIME ENGINEERING EFFORTS of two members of the Arrow-Hart & Hegeman Electric Company were given official Navy recognition recently as Navy Certificates of Commendation were presented to Percival C. Smith, vice-president in charge of engineering and sales, and to Rocco Pierre, manager of the company's industrial department.

Mr. Smith and Mr. Pierre were cited for "outstanding accomplishments" in the guiding of the production of all



THE EXHIBIT OF The SoundScriber Corporation, New Haven, at the National Business Show, held recently in New York.

types and sizes of switches for the Navy during World War II by the Arrow-Hart and Hegeman Electric Company.

\* \* \*

THE NEW, UNIQUE, international glass plant engineering department, created recently by Hartford-Empire Company, is designed to point the way toward worldwide expansion of the glass container industry, according to S. F. Wollmar, president of the firm.

The new department is patterned to provide not only architectural and engineering plans for any prospective manufacturer of glass containers, but to supervise the construction of such plants and get them started in actual manufacture. Contractors near the work sites will be employed in all cases by Hartford Empire, which will accept complete responsibility for each contract. Thus, for the first time in its 35-year history, the glass equipment firm is, in effect, offering entire factories in addition to individual pieces of machinery.

The firm's new department is headed by Morton Cressy, the first general manager of one of the nation's early atomic energy production units, who joined the company last month. He was formerly associated with American Cyanamid Company where he was in charge of similar plant engineering

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AN "OPEN HOUSE" CELEBRA-TION marked the formal opening of the new plant of the American Crucible Company in North Haven, which was completed late this Spring.

For the benefit of the scores of industrial and business representatives who gathered at the opening, the plant remained in full operation throughout the day and guides explained the different stages in the manufacture of crucibles and refractories. As a feature

of the program, the firm's new Starrbide silicon carbide crucible was publicly announced for the first time.

R. E. Burdett, President of the company, revealed that the flow of production through the new plant has been planned with such efficiency, and processing simplified to such a degree through new equipment, that manufacturing time has been reduced by a minimum of one week and a maximum of five weeks.

The new building is equipped with an elaborate dust remover system serving all operations in which dust is present; an employee cafeteria; and modern research facilities in line with the firm's expanding research program.

\* \* \*

CHARLES K. DAVIS, president of the Remington Arms Company, Bridgeport, was recently awarded the Rice Gold Medal at the 29th annual meeting of the Army Ordnance Association in New York. The association, with a membership of 40,000, is pledged to scientific and industrial preparedness as a guarantee of national security.

The complete citation accompanying the award to Mr. Davis follows:

"For distinguished service in ordnance engineering. The Army Ordnance Association acclaims Charles K.
Davis for his leadership, skill and tireless devotion in the management and
operation of vast industrial facilities
for the production of small arms and
small-arms ammunition in World War
II. As Chairman of the Association's
Small Arms Division, he continues to
render loyal service in the solution of
production engineering problems of
American small arms—the equipment
with which the American soldier is
supreme on the battlefield.

\* \* \*

CHARLES PFIZER & CO., world's largest manufacturer of penicillin, now



AMERICAN CRUCIBLE COMPANY'S new line of Starrbide silicon carbide crucibles, announced for the first time at the formal opening of the firm's new plant in North Haven.

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building a new plant in Groton, has announced the development of a new penicillin salt, procaine penicillin, requiring less frequent injections than some present forms of the drug.

The new product is designed to maintain its therapeutic effectiveness longer than penicillin used in aqueous solutions, which is normally eliminated rapidly from the blood stream.

\* \* \*

WALTER RALEIGH, former staff specialist on industrial relations and apprentice training for the New York Employing Printers' Association, and a former New York City assistant corporation counsel, has been appointed executive secretary of the Stamford-Greenwich Manufacturers Council.

Mr. Raleigh succeeds Gabriel J. Morrell, who directed the work of the council during the first year of its operation. Mr. Morrell resigned to become general manager of the Chaspec Manufacturing Corp., Greenwich.

The council was formed in 1946 to encourage a better relationship between the community, manufacturing plants and employees. Mr. Raleigh will also serve as secretary of the Stamford-Greenwich Personnel Association and is expected to become the management co-secretary of the Stamford-Greenwich Council of Industrial Relations.

\* \* \*

**AFTER 97 YEARS,** The Hartley Wire Die Co., Thomaston, now in the fourth and entering the fifth generation of family ownership, has recently adopted the new name of The Hartley Tool & Die Co.

Otherwise, the business is being conducted in the same manner that has been prevalent since its founding in 1850 by Joseph Hartley, according to Earle W. Hartley, co-owner of the firm, and his wife, Gladys B. Hartley, his partner.

The new name was chosen to more accurately reflect the firm's full line of production.

\* \* \*

SPONSORED BY THE NEW DE-PARTURE Division, General Motors Corporation, fifteen Bristol young men have been enrolled in the General Motors Institute at Flint, Michigan. The group, including New Departure employees' sons and other relatives, and some who themselves have worked for the General Motors Division, are taking four-year cooperative courses closely geared to the division's own training requirements. GMI courses which the young men are pursuing are similar to those offered by technical colleges. Students completing the engineering courses satisfactorily may take one-year continuation courses designed to give them opportunities to go on to bachelor's degrees in industrial or mechanical engineering.

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THE YALE & TOWNE MANU-FACTURING COMPANY, Stamford, has recently announced the establishment of a new specialty division in the vicinity of Roanoke, Virginia, and several changes in the top management of the Stamford division.

William R. Hoyt, general manager of the Stamford division, has been appointed assistant to the vice president in charge of production.

Mark A. Miller, assistant general manager of the Stamford division, has been named general manager of the new specialty division.

J. Bryan Williams, Jr., will succeed Mr. Hoyt as general manager of the Stamford division. He formerly served as special assistant to the general manager.



J. BRYAN WILLIAMS, JR.

According to present plans, Mr. Hoyt, who has been associated with the company since 1902, will collaborate with Mr. Miller in establishing the new specialty division in Virginia, and will thereafter make his headquarters in the company's executive offices in New York.

Mr. Williams joined the company in 1946, immediately following his retirement from the U. S. Army with the rank of colonel. He is president of the Stamford Chapter of the Reserve Officers Association.

CREATED AND MANUFAC-TURED at the Thompsonville plant of Bigelow-Sanford Carpet Company, one of the largest rugs ever made in this country, was recently installed in the central lobby of the Waldorf-Astoria Hotel in New York.

The Bigelow-Sanford Austrian Loom Tuft quality rug covers 3,300 square feet and weighs approximately 3,500 pounds. The designs and themes, created by Bigelow's designing department, depicts a modern version of the Ygdrasil, or World Tree, which dates back to early Scandinavian mythology and reappears constantly through the history of Swedish art and literature—in harmony with the Swedish motif of the hotel's lobby.

The modern Ygdrasil Tree incorporated into the design of the rug, is nine feet high, six feet wide and appears 35 times in an over-all pattern.



PRATT & WHITNEY AIR-CRAFT, division of United Aircraft Corporation, East Hartford, is preparing to add production workers and departments for the expanded manufacture of turbine-type and jet engines, it has been announced by W. P.

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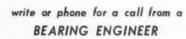
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Gwinn, general manager of the divi-

Mr. Gwinn revealed that the division plans to continue developing and producing piston-type engines for both military and commercial customers. Much of the company's activity in the production of turbine-type engines will be housed in the Pratt & Whitney buildings and facilities built and financed by the government for wartime use, and recently purchased by United Aircraft Corporation.

\* \* \*

LEWIS H. KNAPP, industrial electrical expert and commercial manager of the Hartford Electric Light Company, died recently following a brief illness.

Well known among industrial officials throughout the Hartford area, Mr. Knapp served the company as an adviser to large industrial users of electric power.

He joined the Light Company in 1927 as a power engineer following several years' association with the General Electric Company, Schenectady.

He was a member of the Power Engineers of New England, the American Society for Metals and the American Society of Tool Engineers.

He is survived by his wife, a daughter, a son and three grandchildren.

\* \* \*

ANNUAL SCHOLARSHIPS to Yale University for the sons of employees of Fafnir Bearing Company, New Britain, have recently been created by the company in memory of the late Elisha H. Cooper. Each scholarship is valued at up to \$1000 a year and is to be used toward the expenses of the recipient in one of five engineering courses at the New Haven university.

Mr. Cooper, in whose memory the scholarships are being established, was a graduate of Yale in 1892. He served as Fafnir's first general manager, was president of the company for some time and at his death last January was completing his 20th year as chairman of the board.

The scholarships will be available in the following fields of engineering: Mechanical, Electrical, Chemical, Metallurgical, Industrial Administration. One Elisha H. Cooper Memorial Scholarship will be awarded each year to a boy entering the Yale freshman class and he will be eligible for annual renewals, thus making the maximum value of each scholarship \$4,000.

\* \* \*

NAVY INTEREST in the helicopter development work of The Kaman Aircraft Corporation, Bradley Field, has recently been evidenced by an award to the concern of a contract by the Navy Bureau of Aeronautics for design data, construction, test, stress analysis and engineering reports of the Kaman rotor and control system developed and flown by the corporation on its experimental model K-125 A helicopter.



THE KAMAN AIRCRAFT CORPORATION'S helicopter, Model K-125-A in flight at Bradley Field.

The firm was originally organized in 1945 in West Hartford, and last year moved its operations to Bradley Field, Windsor Locks. Charles H. Kaman, the company's founder, president and board chairman, was formerly associated with the Hamilton Standard Propellers Division of United Aircraft Corporation. He is a graduate of Catholic University, Washington, D. C., with a degree in aeronautical engineering.

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H. S. Kaman is treasurer and assistant secretary of the firm.

#### \* \* \*

ACCORDING TO FIGURES recently published by the State Labor Department, the average weekly earnings of manufacturing workers in Connecticut in mid-September were \$52.63, the highest level weekly earnings reported since such information was first compiled in May, 1945.

Although manufacturing employment dropped in September, nonmanufacturing employment gained, with overall non-agricultural employment showing a gain of 10,100 over the total of a year ago.

CLAYTON R. BURT, chairman of the board, Niles-Bement-Pond Co., West Hartford, stressed the need for management and labor to cooperate in increasing production by attaining a speedy industrial peace, in an address before the American Society of Tool Engineers in Boston.

"If we are permitted to follow the pathways of peace, American equipment can do an unbelievable job to raise the standard of living not only in the United States, but throughout the world," the Niles-Bement-Pond executive said.

"Prosperity," he said, "is a condition of well being for all the people, but it can only be reached by good old fashioned hard work." He stressed that increased production is the answer to a big majority of individual troubles, and further that it is the only sure way to reduce the high cost of living. "Planned economy will not work," Mr. Burt said. "We have witnessed many such attempts that have failed dismally.'

### WALTER E. DITMARS, president of Gray Manufacturing Company, Hartford, recently announced the appointment of Vernon L. Haag as vice president in charge of manufacturing.

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THE PORTER SCHOOL OF TOOL & MACHINE DESIGN 209 Pearl Street, Hartford, Conn.

Mr. Haag was formerly vice president of the Aerovox Capacitor Company, New Bedford.

A graduate electrical engineer, Mr. Haag holds a B.S. degree in electrical engineering from Purdue University and completed graduate work at the University of Cincinnati and Northwestern University. He will assume complete charge of all engineering and manufacturing at the Gray Hartford

Well known in the radio and electrical manufacturing industry, he was formerly associated with Crosley Radio Corporation, Majestic Radio and Television Corp., and Sperry Gyroscope.

GRENVILLE M. PARKER has recently been named to the post of treasurer of Fenn Manufacturing Company, Hartford. He formerly managed the Hartford office of the Insurance Company of North America.

A graduate of Pauling School and Yale University, Mr. Parker fills a vacancy created in the Fenn executive staff when Wilson L. Fenn became president of the firm recently.

THE PRODUCTION of rifles and guns by The Marlin Firearms Company, New Haven, made history during the last twelve months, according to Roger Kenna, vice president in charge of sales.

The New Haven company, one of the leading manufacturers of sporting arms, produced more rifles and guns during the past year than at any previous comparable period in its 77 years

of business.

**ROCKBESTOS PRODUCTS COR-**PORATION, New Haven, recently announced the opening of a Los Angeles district sales office to more adequately serve its wire and cable customers in the southern California ter-

Located at 6919 San Fernando Road. Glendale, California, the new office will be under the direction of Warren S. Jones, formerly of the New Haven sales office.

LOCKS USED BY ANCIENT EGYPTIANS more than four thousand years ago, bronze finger ring keys fashioned by Roman metal workers during the reign of Julius Caesar and hundreds of other antique locks and keys were exhibited at the National Hardware show held recently in the Grand Central Palace, New York, by The Yale & Towne Manufacturing Company, Stamford.

The Yale exhibit represents part of the company's priceless antique lock collection which was begun in 1868 by Henry R. Towne, one of the com-

pany's founders.

SEVERAL PERSONNEL CHANGES in the sales division of R. Wallace and Sons Mfg. Co., Wallingford, have been announced by Donald W. Leach vice president and general manager.

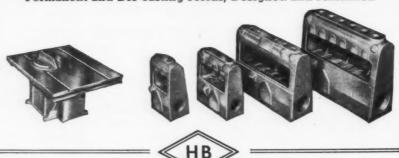
The changes include the appointment of John F. Banks to the newly created post of assistant general sales manager with offices in Wallingford, and Lyman D. Happinstall to succeed Charles E. Baumle in San Francisco as assistant sales manager for the Pacific Coast. Mr. Baumle was recently transferred to the factory as general works manager.



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A GENERAL VIEW of the lounge area of the display booth of the Bullard Company, Bridgeport, at the Machine Tool Show, Chicago. The company disclosed for the first time at the show its new Bullard Man-Au-Trol Locator, an automatic horizontal boring mill.

THE FIRST POSTWAR graduation exercises of apprentices in the State of Connecticut were held recently at Woolsey Hall, Yale University, New Haven, with about 250 apprentices receiving certificates of completion of training.

The Connecticut State Apprenticeship Council has gained recognition throughout the nation as one of the leaders of apprentice training programs in the country, and at present has approximately 7,000 apprentices registered as receiving apprentice training by approved firms in trades vitally important to Connecticut's industries.

Of this year's graduates, .225 were returned veterans of World War II, who satisfactorily completed training in varied trades including machinist, toolmaker, diemaker, auto mechanic, draftsman, dental, optical and radio technician, building trades and printing trades.

The Council is headed by G. Roy Fugal, supervisor of personnel at the General Electric Company, Bridgeport.



THE APPOINTMENT OF Robert C. Graves as vice president in charge of sales of Federal Electric Products Company, was announced recently.

Mr. Graves brings to Federal more than 28 years of experience in the electrical manufacturing industry. He was formerly associated with the Trumbull Electric Manufacturing Company, and in 1944 he became vice president of that firm, in charge of sales.

He will make his headquarters in the company's Newark, New Jersey, office. Federal Electric Products Company maintains district offices in principal cities throughout the United States with manufacturing plants in Newark, Hartford, Long Island City, N. Y., and St. Louis, Mo.



VIEW SHOWING Hydraulic Vertical Surface Grinder, Buffing Lathes, Floor Grinders and Abrasive Cut-Off Machines exhibited by the Bridgeport Safety Emery Wheel Company, Inc., at the National Machine Tool Show.

A COURAGEOUS MANAGE-MENT USE of the findings of market research was advocated by Harry M. Nordberg, postage meter sales manager of Pitney-Bowes, Inc., Stamford, in an address before the Office Equipment Manufacturers Institute. He pointed out that the application of market research information "can do much to help minimize business recessions of the future and thus contribute directly to a stabilization of the dynamic economic system we call free enterprise."

The Stamford sales executive reminded his audience of ranking officials of the country's leading business machine manufacturers that it was the office equipment industry that pioneered such modern selling techniques as sales quotas, direct mail advertising, salesmen training, sales leadership clubs and contests and other features now taken for granted in business in industry.

He called for greater emphasis at this time on an extended use of sales forecasting—both nationally and by individual sales territories—as a means of expanding sales and production, reducing prices and stabilizing employment at high levels.

#### \* \* \*

AN INTERESTING EXPERI-MENT in education has been inaugurated at the new "Town Meeting College" at Marlboro, Vermont. Industrialists are being asked for help and cooperation in putting into action the proposed program for combining business and industrial experience with academic training. According to President Walter Hendricks, the college now desires to place students in jobs before the beginning of the winter term, which starts January 5, 1948.

Under the plan students will attempt to obtain a job or apprenticeship in the field of his vocational interest, and thus augment by actual application the academic training he receives in the classroom.

Marlboro College is seeking to avoid formalism in education and to provide a sound and realistic training for democratic citizenship. Through its non-resident term and by inviting leaders in business and professions to its campus, it hopes to break down the traditional isolation of colleges from the life of the nation.

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#### **Annual Meeting Events**

(Continued from page 19)

An integrated Allied military supervisory and control organization should be established to make it impossible for Germany to stockpile materials for war use or initiate any other step that might lead to the restoration of militarism.

Third, the vicious cycle of shortages in Germany should be broken beginning with the Ruhr and the German transport system. To get accelerating production underway without delay these economic sectors should be supported with sufficient food and emergency supplies. Food from America should be used as an instrument to increase output. It should not be disbursed as relief.

Fourth, the Ruhr should be relieved, as much as practicable, from the need to export coal. I have already gone into some detail on this point.

Fifth, all political restrictions on output in Germany, resulting from the Morgenthau policy, should be abolished. A halt should be declared on all capital reparations and the dismantling and removal of all plant and equipment except what was designed to be used solely for war. With the exception of the top 80,000 Nazis there should be an end to the denazification program so that many Germans may go back to work. At present the productive brains of Germany are in enforced idleness because they were nominal members of the Nazi party and had little choice when Hitler was in power but to do his bidding. These three measures to end the ploughing under of production, plant and brains in Germany, will remove the political brakes which the Morgenthau policy has imposed on the German producrion machine.

Sixth, the incentive to work should be restored in Germany through strong money. The Germans are not willing to work for a mark that will buy little or nothing. To establish a sound currency will require initial imports of sufficient food to make the Germans work vigorously, instead of just keeping them alive. It will also require the production of essential consumer goods, a very sharp and ruthless reduction of the outstanding supply of marks, a balanced budget, a central bank and initial credits.

Seventh, the incentive to enterprise should be restored in Germany by removing all restrictions wherever practicable, on the unimpeded flow of men, money and materials in commerce and industry. The elaborate and cumbersome bureaucratic system of rationing, allocations, priorities, li-censes and the incredible volume of red tape that goes with it should be modified as much as possible even though the German economy is one of intense shortages. German entrepreneurs should be given guarantees against excessive nationalization and socialization as well as against capital reparations and extreme denazification.

Eighth, the incentive to export should be restored in Germany by letting German exporters keep most of the foreign exchange their products bring. German exporters should be given ample freedom to set their own prices, make their own arrangements with foreign buyers, get their own raw materials from abroad, send out their salesmen and make financial and credit arrangements abroad. German exporters should be loaned initial foreign exchange credits to start German exports.

Ninth, the will to live should be



restored in Germany by holding out to the German people the hope of a better future in return for hard work. Germany should be included in the Marshall Plan and her best brains invited into our councils.

Tenth, whether in Germany, England or anywhere else we should use our aids as an inducement to produce. With the American taxpayer's money, we should subsidize nothing but hard work. We should use American food, supplies and equipment paid for by the American taxpayer as an implement og et Europeans to work harder and longer. Why should our farmers work 70 hours a week in order that British miners may work 35 hours a week?

Communist Russia, of course, hopes that America will do nothing to forestall the threatened collapse of Western Europe, that England will not dig coal and that France and other countries of Western Europe will not be able to agree among themselves upon a plan of reconstruction.

That is the party line. Communism thrives on chaos, despair and depressions. Communist Russia is not content to keep her Iron Curtain in Eastern Europe. Her dynamic policy of world conquest demands that she continue to spread. A poverty-stricken, despondent Western Europe will invite her expansion. But a productive Western Europe will serve as a bulwark against her dictatorial ambitions.

It is my best judgment that Russia will not go to war at this time. Her policy is one of watchful waiting, ever ready to spring in and take advantage of the chaos and despair that would follow an economic collapse.

If we fail to take appropriate action we will be playing into Russia's hands. If Western Europe fails to recover, her economic collapse will result in a severe depression that would spread throughout the British Empire and the United States.

It is to our advantage, therefore, to take the necessary precautions to prevent such a catastrophe. It can be prevented through constructive help, through incentives to production with adequate safeguards to be sure that we are not engaging in another Operation Rathole but are simply providing the means of helping Western Europe to help herself.

The cost of such prevention would be immeasurably less than the cost of a depression that conceivably could wreck our economy. And it would certainly be immeasurably less than the cost of dislodging Communist Russia HIGHER

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from Western Europe and the British Isles at a later date.

It is up to the leaders and people of our country and Western Europe to debate this controversial question. There is room for many differences of opinion, but we must debate it until we understand clearly the alternatives. Then, I think, we must have Congress meet and develop a plan with the utmost promptness, a plan that can be administered by the ablest men who can be brought together.

Let us not delude ourselves. There is no time for delay. This decision must be made in the next two, three or four months. And then we will be faced with several years of the hardest kind of work if we are going to prevent the Iron Curtain going west to the North Sea.

#### **Bigelow Open House**

(Continued from page 24)

premise that the community is as important to the company as we are to it. It stems from that premise that industry and the community must be honest in their partnership. An indication of such feeling is found in a frank exchange of information. We, therefore, sought to tell our plant community people by means of the Open House some of the facts about the operation of our company and their impact on the community.

We used a variety of devices to tell our economic story. Guides were instructed on facts to be used in interpreting their jobs to visitors. Many of the signs hung throughout the route of the tour touched upon the company's investment. Special displays explained the story of free enterprise in terms of our own industry and our Thompsonville plant.

One of these displays was built around an ancient hand loom. This was set up in the factory where it could be contrasted with a modern power loom. Signs on the panels which formed a background for the loom interpreted its operation in terms of production, efficiency and earnings. A speaker who described the loom to visitors similarly emphasized the increase in worker productivity and earnings brought about by modern tools.

Another display told the story of the Bigelow income dollar and its division. The script used by speakers at this display emphasized the contrast between the employee's and stockholder's shares of income.

All visitors were given an eightpage souvenir booklet which differed from many such booklets in being a frank exposition of the company's interest in productivity and its impact on the economy of the plant city. We noted that of the thousands of booklets given out, less than half a dozen were discarded on the streets around the plant!

The mutual dependence of community and industry was set forth in this manner:

"Not only the employees' individual well-being but the presence of the company in the area and the prosperity of the company bring stability to the community. Bigelow wages in the past ten years have put approximately 50 million dollars into the trade channels of Thompsonville. The company, in addition, has paid three-and-a-half million in state and local taxes (excluding Federal taxes) and additional millions for local purchases, utilities and transportation that have gone into the economy of the Thompsonville area in the last decade."

We tried in these ways to build understanding and to communicate economic ideas to our employees and plant community. We are highly pleased with the result of these efforts.



#### **New Industries**

(Continued from page 23)

are required. Small, high-speed presses, capable of punching, perforating and consecutively numbering forms at the same time as they are being printed, are used. The company's equipment is a development of its own engineering staff.

UARCO is drawing almost exclusively upon local personnel for its labor. Selective employment methods and a comprehensive training program perfected in the company's other plants, have been used in staffing Deep River. "We believe it a moral obligation as good neighbors in the community," says Mr. Barker, "to employ and train local personnel rather than import experienced labor from our other plants."

Because of the wide range of its markets and the variety of applications of its products, the company's business is unusually stable. It has enjoyed constant growth over a long period of years.

"The demand for our products is greater today that ever in historyfor a number of reasons," Mr. Barker says. "Foremost among them is the attention which progressive management is beginning to focus on paper work procedures and methods both in the office and the factory. Higher wages for typists, office machine operators and other employees who work with forms have driven home the need for giving these people better working tools. Higher operating costs can only be offset by new office techniques that will reduce duplication of effort, step up individual production and increase efficiency. If faster tools and improved methods are the major answer to higher production in the factory, they most certainly offer an answer to greater output in the office. Skillfully designed and properly specified business forms, management is finding, are one of the best tools for stepping up efficiency.

UARCO, Incorporated, was founded by England J. Barker in 1892. He was largely responsible for the development of the autographic register and a pioneer of continuous forms

(Top) FIRST OF SPECIALLY designed presses producing business forms at UARCO Deep River Plant.

(Center) CLEAN, LIGHT working conditions feature form folding center.

(Bottom) VIEW OF GENERAL OFFICE at UARCO Deep River Plant.





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printing. The development and construction of many new types of printing and production equipment, used throughout the industry, were initiated by him.

His son, Walter R. Barker, is president of the Corporation, with headquarters in Chicago. Gregson L. Barker, the Eastern Division manager, represents the third generation of the family in the firm.

Operations at the Deep River Plant are conducted in the company's fourstory, modern type, re-enforced concrete building. T. V. Berggren is plant superintendent. Eastern division sales are managed by Thomas E. Kiddoo.

#### **Naugatuck Exhibit**

(Continued from page 22)

exhibitors are certain to feel the good effects, in many different ways, of the tremendous "word-of-mouth" advertising that is bound to be generated for many months to come as a result of the exhibit. Many exhibitors reported that valuable "on the spot contacts" were made and some even reported

"on the spot sales." Although a town of only 18,000 souls, Naugatuck never fails to come up with the man for the job. In this case, it was General Chairman John F. Fitzgerald, director of training and employment at the United States Rubber Company Footwear Plant, as well as president of the Waterbury Foremen's Club and vice president of the Naugatuck "Y" Industrial Council, who performed the tremendous job of coordinating all details connected with the exhibit. He was ably assisted, by Ronald E. Jones of the Risdon Mfg. Company, recently elected president of the Naugatuck "Y" Industrial Council, who served as vice chairman.

Others who carried important functions on the committee included Edward T. McGrath and Thomas J. Dillon, his assistant in the Public Relations Department of the United States Rubber Company Naugatuck Footwear Plant, who handled all promotion and publicity for the exhibit; Thomas Gunnoud of W. J. Megin, Inc., arrangements; Harry E. Benham of the Risdon Company, program; Harold P. McDermott of the Naugatuck Glass Company, budget; Herbert E. Brown of the Y.M.C.A., hall and reception; and John J. P. Long of Naugatuck

Chemical, secretary.



## **OBSERVATIONS**

By N. W. FORD

Executive Vice-President

ONNECTICUT could well afford to follow the example set by the 1947 Indiana General Assembly when it enacted the following Joint Resolution:

"Indiana needs no guardian and intends to have none. We Hoosiers—like the people of our sister states—were fooled for quite a spell with the magician's trick that a dollar taxed out of our pockets and sent to Washington will be bigger when it comes back to us. We have taken a good look at said dollar. We find that it lost weight in its journey to Washington and back. The political brokerage of the bureaucrats has been deducted. We have decided that there is no such thing as 'federal' aid. We know that there is no wealth to tax that is not already within the boundaries of the 48 states.

"SO WE PROPOSE henceforward to tax ourselves and take care of ourselves. We are fed up with subsidies, doles and paternalism. We are no one's stepchild. We have grown up. We serve notice that we will resist Washington, D. C. adopting us.

ies in is i"BE IT RESOLVED: That we respectfully petition and urge Indiana's Congressmen and Senators to vote to fetch our county court houses and city halls back from Pennsylvania Avenue. We want government to come home."

\* \* \*

APPROXIMATELY 14,800,000 workers in the United States were employed under "collective bargaining" agreements in 1946, according to a release by the U. S. Bureau of Statistics. According to the same source, this was an increase of 1,000,-000 compared with 1945 and represents 48 per cent of the 31,000,000 estimated to be eligible for coverage by union agreement. About 7,900,000 of the union agreement covered workers were in manufacturing industries and 6,900,000 were in non-manufacturing industries.

It was also shown by this survey that 11,000,000 or 75 per cent of the workers under union agreements were "covered by some form of compulsory union membership requirements and 6,000,000 workers were covered by dues check-off provisions."

\* \* \*

IN ACCORDANCE with an announcement of the National Industrial Conference Board, salaries and wage payments accounted for a larger proportion of the net income, including corporate taxes, originating in six or seven major industrial groups in 1946 than in 1939. The general pattern of wage-income relationships since 1939 has been for the wage share to decline and then to rise.

In 1946 factory employees received 76.3% of net income before corporate taxes, compared with 75.7% in 1939 and 66% in 1941. Wages and salaries in mining were 76% of all income in 1946, 65.8% in 1941 and 71% in 1939. As a result of a higher wage bill coupled with a sharp decrease in corporate profits during 1946, the wage share in transportation rose to 82% of net income. The corresponding figures were 75.5% in 1939 and 61.8% in 1943.

AN ANALYSIS of the number of pension and profit-sharing plans approved by the Bureau of Internal Revenue up to August 31, 1946 has recently been issued by that Bureau. Of the 9,370 plans processed, 6,862 were pension and 2,508 were profit-sharing plans. Although the total employment in these companies was 10,975,746, only about a third or 3,657,271 employees were eligible to participate in the programs. Nearly ten times as

(Continued on page 46)

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# **TAXATION**

By DANIEL B. BADGER

Attorney

HE first quarter's returns under the Connecticut Sales and Use Tax have shown a three-month revenue of over 9.7 million dollars. On a straight mathematical basis this would indicate an annual revenue of 39 million dollars. Two important factors must be considered, however, before a valid estimate of annual yield can be made. The first of these is that the buying public and business had almost a full month in which to prepare for the tax in advance of its effective date. During that period it is certain that purchasers and sellers alike rushed to complete sales which would in the normal course of events not have been consummated until after the June 30th deadline. The average consumer stocked up on such durable goods as were available and the Connecticut retailers universally reported a high level of sales during the month of June, with a sharp drop during the subsequent months. Business concerns similarly took every available step to change pending orders for capital items and production materials into completed sales. This was made possible, even in cases where delivery and payment of the article were postponed until after June 30th, by the Tax Department's recognition of the principle

that title could be transferred in any case where identification and some form of segregation of the article on order could be made prior to the deadline. The result has been that many receipts which would normally have figured in the first tax quarter have been thrown back into the month of June.

The second estimate factor to be considered is that the first quarter under the Connecticut sales tax, which included the months of July, August and September, is notoriously the low seasonal period of retail sale and general business activity. Retail sales in this period normally account for less than 20% of the annual average. On this basis it seems safe to assume that the first quarter's revenue represents one-fifth, rather than one-quarter, of the probable annual figure.

On the strength of these realities, it is reasonable to estimate the annual revenue from the sales and use tax at a figure in excess of 50 million dollars. If the pre-sales tax selling noted above can be assumed to have accounted for a drop of 1 million dollars in tax revenue for the first quarter (a drop of about 10%), then a normal rate for the third quarter of the calendar year should be figured at 10.7

million dollars. In order to make a further allowance for the seasonal depression in sales volume existing during the quarter, the first quarter's total should be multiplied by five to arrive at the annual estimate, which would then climb to more than 53 million dollars. The sales and use tax was originally designed to produce an annual revenue of about 26 million dollars. This was the figure which the State budget indicated as necessary in order to meet the appropriations for the current biennium. The present tax therefore suggests the likelihood of an annual surplus as high as 27 million

The Governor has stated that he will call a special session of the legislature to revise the present law, and the chief objective is evidently to bring the tax revenue into line with the State's fiscal needs. This can be accomplished in two ways: (1) by an over-all reduction in rate; and (2) by providing further exemptions under the tax. It is not difficult to foresee that general public demand will be for the first of these alternatives, as the most direct benefit which the consumer can feel would be in the form of a smaller tax on his purchases. But the average Connecticut consumer is also a Connecticut wage earner, and he has a lasting stake in the sources of his livelihood. A greater percentage of citizens in this State are employed in manufacturing industries than in any other state of the country. Of the entire population of the state, more than one in five has a job in manufacturing. It should therefore be important to a vast segment of the Connecticut population that the sales and use tax be rid of any feature which places Connecticut manufacturing at a competitive disadvantage with similar industry in other states.

It has been pointed out previously in this column that a tax which raises costs of production must inevitably have severe consequences for any business which is in competition with out-of-state business. Manufacturing is a form of enterprise which more than any other in Connecticut will always be in competition with similar enterprises in other states. There is scarcely an article made here that cannot be obtained elsewhere. Over 90% of Connecticut manufacturers produce goods for sale outside the state. The very life of Connecticut industries depends upon its ability to supply goods for the interstate market at a price

(Continued on page 46)

#### FOR MORE THAN ADEQUATE WIRING



## **ACCOUNTING HINTS**

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

# Interpreting Your Operating Statement for Employees

RADUALLY, in the course of the rapid growth of our industrial enterprises, management is approaching the threshold of a more intelligent understanding of the civic and moral obligations entrusted to it. Progress to this point has been hastened by the enactment of laws designed to put labor and management on a more equitable footing. Nevertheless, there still exists a tremendous gap which must be bridged in order to bring about good labor-management

relations. This gap is the average employee's misunderstanding, distrust and disbelief in the company's financial statements.

To overcome this feeling, a number of companies have pioneered the development of simplified operating statements for employees and the general public. Their experience shows which changes invite reader interest and facilitate understanding of complex financial facts by the average layman.

The form of presentation of the traditional profit and loss statement has been found to be definitely unsuitable. The average layman does not understand the progressive accumulation of sub-totals with the appearance of the word "Profit" at varying intervals; first as "Gross Profit," then as "Net Operating Profit," followed by "Profit Before Taxes," again as "Profit After Taxes" and finally as "Net Profit for the Year." To add to his confusion, this item is then merged with "Earned Surplus," whatever that is. "Depreciation" is another term that is often misunderstood by laymen.

In attempting to overcome these shortcomings, there is an ever increasing use of the one column form of statement, which in appearance gets away from the double-entry system that has been found confusing to the general public. In this simplified form of statement, all operating expenses are listed under one heading, omitting sub-totals. The word "Profit" appears only once as "Profit for the Year" or may be replaced by a designation such as "Balance of Income, available for working capital, plant expansion, dividends and contingencies." If the word "Depreciation" appears as an item of expense it may be explained as the



"Cost of wear and tear on plants and equipment."

Experience has shown that the most effective way of getting profits in perspective is to show how the dollars left in the company after payment of all bills to outsiders are divided between wages, executive salaries, dividends to stockholders and balance reinvested in the business. The presentation of all figures in terms of the average per employee per week reduces them to a size that can be more easily understood by the average employee.

A graphic presentation such as the much used "Pie Chart" is particularly effective in showing the division of the sales dollar, since the dollar can be sliced into pieces of various sizes so that the eye catches the significance of the entire story at a glance.

Regardless of how simplified your statement may be, it is important to have it bear the imprint of correctness, which can be done by a simple remark to the effect that it has been verified by independent auditors; also point out that the same figures are submitted to the U. S. Government for income tax purposes.

It becomes increasingly apparent that wage negotiations, far more sound than some have been heretofore, can be completed to the satisfaction of both labor and management if a feeling of trust and confidence in each other's honesty is brought to the discussion table. To this end, the accountant can be of incalculable value if he will provide financial statements which both labor and management have confidence in and can use with the feel-

ing that they are both talking about the same facts.



AT THE DECEMBER MEETING of the Hartford Chapter, N.A.C.A., Inspector Lee R. Pennington of the F.B.I. spoke on "Investigative Accounting."

#### **Taxation**

(Continued from page 44)

which can meet out-of-state competition.

If the economy of our state depends more than that of any other upon its manufacturing industries, one should expect to find that the tax laws and other laws of the state place no greater burden on manufacturing activities than exist in other jurisdictions. The other states which follow Connecticut in order of importance which manufacturing plays in the local economy are Rhode Island, Michigan, Ohio, New Jersey, Massachusetts, Delaware, Pennsylvania and Illinois. Of these states, four have no sales or use taxes at all to contend with. They are New Jersey, Massachusetts, Delaware and Pennsylvania. Three of the remaining states have written into their law provisions designed to limit the effect which the sales tax would have upon the cost of production. In Rhode Island, which has a rate of only 1%, there is exempted from the tax all property consumed directly in the process of manufacturing. In Ohio and Michigan the exemption covers all property which is used or consumed in manufacturing. The fourth state, Illinois, does not provide such an exemption, but that tax takes the form of a retailer's occupation tax, with no direct pass-on to the purchaser. Furthermore, there is no use tax in Illinois which would hit purchases of machinery and materials from outside the state.

These reflections should not fail to impress an open-minded observer with the urgent need for providing exemption under the sales and use tax in Connecticut for all property used and consumed in manufacturing. The important point, however, is that the demand for reduction in tax rate must not be allowed to defeat an amendment which should have been written into the law in the first place. In copying the California act, our legislature failed to take into account that it was

following the example of a state where only 7% of the population is engaged in manufacturing. A splendid opportunity is now presented to correct that mistake, and this correction should be given priority over all others. Fortunately it appears that the excess revenue now estimated will give ample room for a reduction in rate from 3% to 2%, as well as for the essential industrial exemptions. But it should be remembered that the latter remedy is one which would be necessary even if no surplus at all could be counted on. A tax which stifles the productive capacity of state or nation must be eliminated at all costs, and this objective should be given priority over all

#### **Observations**

(Continued from page 43)

many employees participated in pension plans (3,290,608) as in profitsharing programs (366,663).



IF IT HAS NOT ALREADY come to your attention, we recommend that you devote about two hours to reading a ninety-page booklet recently published by Henry Hazlitt entitled "Will Dollars Save the World?"

Although Mr. Hazlitt has been a writer in diverse fields-literary criticism, philosophy, politics, economics and finance, his dominant interest, since he first became a reporter on "The Wall Street Journal" more than thirty years ago, has been in economics and finance. Before becoming a member of the editorial staff of the "New York Times" in 1934, Mr. Hazlitt was connected with various New York newspapers as a member of their editorial and financial staffs. In September, 1946, he became the writer of the Business Tides column for "Newsweek." This spring Mr. Hazlitt spent two months in Europe, visiting Switzerland, France, Belgium, Holland, Sweden and Great Britain and has written a series of articles on European conditions which appeared in "Newsweek.'

You will find Mr. Hazlitt's booklet an excellent summation of the international problem; he not only outlines the difficulties connected with our foreign relations but concludes with a positive program.

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# EMPLOYMENT NOTES

By JOHN P. AHERN

Executive Assistant

A NEW regulation, issued by National Headquarters of the Office of Selective Service Records, Washington, D. C., should be of interest to members. It permits employers, who have heretofore been unable to make any definite plans covering the return of former employees who entered the armed forces, to learn whether or not their former employee, who is entitled to his old job under Section 8 of the Selective Training and Service Act, has been discharged or still continues in active service and is, therefore, still eligible for his former position.

The new regulation states, "A State Director of the Office of Selective Service Records may disclose to the former employer of a registrant who is serving in, or who has been discharged from, the armed forces whether the registrant has or has not been discharged and, if discharged, the date thereof, upon reasonable proof that the registrant left a position in the employ of the person requesting such information in order to serve in the armed forces."

Many employers have compiled a list of former employees, veterans of World War II, who are entitled to their old jobs. These employers either do not know, in many cases, whether the employee has been discharged from service, when he was released, or whether he re-enlisted and is still eligible for his former job. Under the new regulation quoted above, such information may now be disclosed. This knowledge should be helpful to employers to more specifically plan procedure, as there are unquestionably a number of employers undecided upon the course to pursue in their planning program as it relates to filling a veteran's former job.

The Office of Selective Service Records in the State Armory, Hartford, of which Col. Vernon S. Morehouse is State Director, will be pleased to help the employer in his production program and personnel problem, insofar as they relate to the veteran who has not yet returned to claim his old job and about whom the employer is uncertain. It will also advise all such employers and will endeavor to assist

them in adjusting their planning program by furnishing definite information concerning veterans who have not reported to their old jobs under the Act.

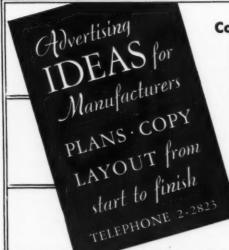
\* \* \*

WE ARE REPRODUCING the following letter from Yale University, as it summarizes an activity of most universities and colleges in the placement of their graduates. The letter also gives evidence that, under accelerated educational programs, a supply of trained personnel will become available to industry in large numbers for the first time since the beginning of the war.

"There will be two groups of Seniors graduating from Yale during the current academic year—one in January, and a considerably larger one in June. There will also be some candidates for advanced degrees in June, and some underclassmen interested in summer employment on a try-out basis.

Our registration of these men for business and industrial employment is now progressing rapidly, and we are now prepared to begin referring properly qualified men for such positions in your organization as you may anticipate will become available. We shall welcome requests for men who have had fundamental training in liberal arts, science, industrial management, or basic branches of engineering. Requests for experienced college graduates addressed to this Bureau will be promptly handled by the Graduate Placement Committee which is closely affiliated with the Student Appointment Bureau.

(Continued on page 51)



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## **PURCHASING NOTES**

Connecticut, Inc., affiliated with the National

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#### The Fuel Oil Situation\*

ALTHOUGH the purpose of this discussion is primarily to outline the current situation as to fuel oils, price, and availability, any such discussion invariably brings out further comment on crude oil supplies—the oil industry's raw material. Therefore, a few observations in connection with crude oil are in order before discussing fuel oil.

Refineries in the United States are currently running in the neighborhood of 5,200,000 barrels of crude oil per day. This is an increase of 50 per cent over 1939, and more than double the figure for 1932. Although the year 1947 will break all records in volume of crude oil processed, next year's demands will be even greater. Predictions made by economists of the industry forecast that the year 1948 will see an increased demand for crude oil of about 5 per cent more than this year.

You will probably be interested in knowing that for many years the United States has been a net exporter of petroleum products. A definite change in this respect is now taking place with indications that starting in the last quarter of this year, and probably continuing through the entire year of 1948, the United States will be a net importer of crude oil and its products. This, naturally, brings up a question as to the crude oil reserves in this country. In spite of the many dire predictions that we are rapidly exhausting our crude oil reserves, proven reserves the first of this year were in excess of any previous year in our history. It does, however, seem desirable to develop at an early date crude oil sources in the Far East and South America, if for no other reason than to compete for the crude oil market with our own production.

Possibly some of you will recall that several years ago a conference was proposed for the analysis of the world's natural resources. Our own Government did not see fit to push this conference, and insofar as petroleum resources of the world are concerned, their development has been left largely in the hands of major refining companies and groups of independent companies.

In spite of the "hold the price line" policy of at least one of the large producers of crude oil, there is every indication that there will be a further increase in the price of crude oil, possibly about 25 cents per barrel sometime in the near future. Such an increase will, of course, bring about some increases in product prices.

In discussing fuel oil, it is advisable to break the subject down into two classifications—distillate fuel oils and residual fuel oils.

Distillate fuels are primarily used for home heating and for Diesel fuel. The increase in demand for these products has been so rapid that the trend has already had a tremendous effect on refinery practices, on marketing equipment purchases, and on petroleum product prices; and there is no indication that this trend will be halted or reversed in the near future.

Since the end of the war, the demand for distillate heating fuel oil has increased in this area (Ohio) by about 75 per cent; and the demand for Diesel fuel oil has more than doubled. This is largely due to the Diesel power program initiated by the major railroads. In addition to these two factors, the local seasonal short-

(Continued on page 50)

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<sup>\*</sup> From a talk by R. J. Boyink of the Standard Oil Co. at the Purchasing Agents' Assoc. of Cleveland Commodity Panel.



# INDUSTRIAL Relations — Law

By FREDRICK H. WATERHOUSE Counsel

of union security agreement, such as maintenance of membership or a modification thereof. The election authorizing such a union security clause merely results in a permissive situation and does not make it compulsory upon the employer to grant it. Nevertheless, the practical effect will undoubtedly be to have the employer enter into some type of union security agreement after such an election.

(Continued on page 51)

s the National Labor Relations Board and the courts issue more **1** and more decisions interpreting the new Labor-Management Relations Act and as General Counsel Denham takes action for the Board in the administration of the Act, we get a somewhat clearer picture of the official philosophy and interpretation. The working relationship between the General Counsel and the Board seems to be functioning smoothly although the Counsel is given great latitude as an independent agent in determining whether to take action or refrain therefrom in the execution of the law. After the first difference regarding the requirement of union officers to sign non-Communist affidavits, there seems to be no real conflict in approach or analysis of the Act's intent as between the Counsel and the Board.

It seems to be definitely determined that the Board and its agents will not entertain a complaint or petition by any union whose officers have not complied with the filing requirements of the Act. Nor will the Board place the name of such a union on the ballot when an election is being held at the request of a properly registered union. This poses a rather unique problem, especially in a situation where a new and duly registered union claims to represent a majority of the employees now represented by a union which was duly certified some time ago but which is not now entitled to the benefits of the Act because of its failure to file the necessary affidavits. In such a case, if a majority of the employees wished to continue to be represented by the ineligible union, their method of operation would be to vote "no union" and then require the employer to recognize the ineligible union by the use of economic force. This situation would, of course, then leave them at exactly the situation they were before either the Wagner Act or Taft-Hartley Act was passed. The plight of the employer would not seem to be much improved in such a situation.



THE QUESTION OF WHAT TYPE of union security clause an employer might enter into without an election, if any, has brought forth a number of different opinions. However, General Counsel Denham has flatly stated that the election provided for in the law is necessary before any type of union security clause can be adopted. The question has been asked most particularly in connection with the so-called maintenance of membership clause under which an employee belonging to the union at the time of signing the contract is required to maintain his membership in the union as a condition of employment for the term of the contract. It now appears to be the General Counsel's interpretation that there must be an election held by the National Labor Relations Board at which over 50% of those employees in the unit vote to authorize some form of union security agreement. Such a vote will undoubtedly be on the question of whether the labor organization and the employer may enter into an agreement requiring membership in such labor organization as a condition of employment in such unit on or after the 30th day following the beginning of such employment or the effective date of such agreement, whichever is later. The type of union security agreement which the employer and union may eventually decide upon will be left to bargaining between the parties. Although a closed shop may not be entered into under any circumstances, it is possible that even after an affirmative vote, an employer may refuse to grant any type of union security agreement. He may also then bargain with the union on any less restrictive type



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## TRANSPORTATION

**ERWIN H. TUTHILL** 

Traffic Manager

T appears to be the new trend of the rail carriers to request permission of the Interstate Commerce Commission to increase rates whenever the cost of materials and supplies or the cost of labor increases to the point where they no longer can show a substantial profit. This is forcefully indicated by the carriers' actions as well as their testimony presented in support of their recent petitions for increased rates. They have apparently given up the idea of endeavoring to lower their cost of operation to meet these conditions.

In view of this attitude on the part of railroads generally, it is gratifying to note that the New York, New Haven and Hartford Railroad is one of the very few that recognizes, at least in part, the fallaciousness of this approach. They have but recently created the position of General Merchandise Manager, whose duty it is to overcome admitted less-than-carload disability. This is a new method of approach in that they have combined sales, operation and transportation responsibility with respect to less carload freight under this office. In creating the post they availed themselves of the services of Mr. H. E. Bixler, formerly their General Superintendent of Transportation. Under his jurisdiction two methods of approach have already evolved.

The first of these two services is the matter of handling l. c. l. freight in merchandise cars from two origin stations to two destination or off-line transfer points. To date, two of these arrangements affecting Connecticut are already in operation-one, New Britain and Waterbury to Spencer, N. C., and Detroit, Michigan, the other, Springfield, Mass., and Hartford, Conn. to Harlem River (New York City) and Baltimore, Md. The object of this service is to provide over the road merchandise cars to and from cities that in and of themselves do not have sufficient freight to permit this service. In other words, all the freight for Spencer and Detroit is loaded in a car at New Britain, this car is forwarded to Waterbury where the Detroit freight is removed from the car and placed in another car with freight on hand at Waterbury for that city; the Waterbury freight for Spencer is then loaded into the car and the two cars leave Waterbury-one for each desti-

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The latter of these two services is called "Demonstrated Service." this instance the New Haven Railroad has surveyed the shipping potential of a city in an endeavor to locate a destination to which sufficient freight is shipped to enable them to run a through-merchandise car. After this has been ascertained, arrangements are made with the connecting carrier so that a specific time in transit and guaranteed delivery can be arranged. After the entire movement is set up, the railroad solicits freight for the car, keeping an accurate record as to their performance. At present this service is in operation from both Bridgeport and Hartford to Buffalo, New York and the record indicates an excellent percentage of on-time service.

The object of these services is of course to obtain more tonnage by overcoming the less-than-carload disability and will, if successful, result in lower cost and added revenue for the carrier. This railroad should be lauded for its efforts in this direction and we hope that Mr. Bixler will be authorized to continue in this progressive manner. Undoubtedly this is only the beginning and much more can be accomplished if given the necessary thought

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NEW ENGLAND - 1946 IN-CREASED RATES - Docket No. MC-C527

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merce Commission on October 13, 1947, issued its order in the above proceeding finding the increases to be just and reasonable and discontinuing the proceedings. You will remember that this case originated in March of 1946 when the New England Motor Rate Bureau, Inc., and the Eastern Motor Freight Conference, Inc., etc., issued supplements to their tariffs authorizing the increase of freight rates and charges which they published by a flat ten per cent over the then existing level. Various shipper interests objected to this increase requesting suspension, but at that time the Interstate Commerce Committee listened to the pleas of the truckers and allowed the rates to go into effect as of April 15, 1946, subject to a later investigation.

This was done despite the shippers' protest of this method of procedure. In their opinion handling in this manner was contrary to the method outlined in the Interstate Commerce Act and in allowing the rates to go into effect, denied the shippers the opportunity to make their position known prior to the effectiveness of the rates. They also felt it would represent a strong presumption in favor of the increase during the course of the

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#### **Purchasing Notes**

(Continued from page 48)

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In order to meet demands of this nature, you might be interested to know that if the percentage of gasoline made for each barrel of crude oil had been maintained at the 1941 level, there would not be any spot shortage of gasoline, but there definitely would be no fuel oil for any of the new oil burners installed in the last few years, or for the many new Diesel engines. The oil industry actually has done a remarkable job of shift in production emphasis. Whereas gasoline demand exceeded the demand for kerosene, Diesel and residual fuel oil in 1941, gasoline demand in 1947 now is less than the combined demand for two of these products, Diesel fuel oil and residual fuel oil.

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#### **Industrial Relations-Law**

(Continued from page 49)

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THE FATE of portal-to-portal suits in Connecticut appears to have been recently settled by a decision rendered by Judge Hincks of the U. S. District Court for the District of Connecticut against the General Motors Corporation in which Judge Hincks ordered the complaint to be dismissed unless the plaintiffs filed an amendment setting out facts showing the existence of contracts or custom deemed to support their claim to compensation for such portal-to-portal activity. The employees claimed to be entitled to be paid for certain activities before starting time and after quitting time; for time spent in lunch and rest periods; and for time spent in waiting to collect their pay and in waiting in the labor relations offices and medical offices of the employer. However, the Judge stated that nowhere did they show that these or any other activities for which they were seeking compensation under the Fair Labor Standards Act were compensable either by contract or by contemporaneous custom. Under such circumstances the Judge decided that the court was deprived of jurisdiction by the portal-to-portal action to entertain any such claims.

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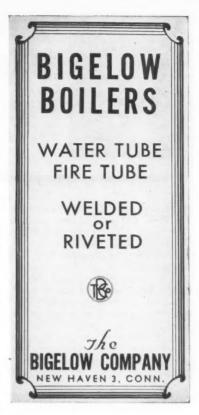
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(Continued from page 47)

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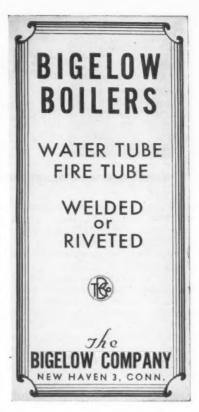
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## **EXPORT NEWS**

By RICHARD F. AMES

Export Manager

HERE is real significance in what was said in St. Louis at this year's National Foreign Trade Convention. Most of the talking was straight from the shoulder with few punches pulled.

Most thoroughly thrashed out of all was what the world traders' stand would be on the all-important Marshall Plan to aid Europe, and while their support was perhaps never in doubt, no phase of the matter seems to have been left unexamined before such a formal conclusion was reached.

More than one speaker touched on the widespread misconceptions of Europeans that America is so rich that it will underwrite not only relief and construction costs but will also pour in more funds for vast new projects on a sort of global WPA basis. This belief, coupled with the attempts of Socialistic governments to schedule nationalization and "social reform" ahead of recovery, has unfortunately resulted in greatly curtailed production which can do nothing but depress these economies still further. Many of the workers simply have no incentive to produce more. A philosophy of futility affecting all classes, including businessmen, has been built up as a result of dependence on the state as a source of all benefits and the dispenser of privileges, and there is little left of individual initiative and self reliance. What the foreign traders hope for is that the U.S. Congress will open up a broadside, when debating the issues, to bring home to millions of Europeans the urgency of their plight and to cause them to realize that the American dollars they are to get will have strings attached and will bring lasting results only if they get down to work themselves.

We are all familiar with the everincreasing intrenchment of state trading, even our own government not being averse to strongly considering its use for handling Marshall Plan aid to Europe, and presumably for China and India if such aid is to be voted these countries at a later date. This led one speaker to comment that "nothing would more quickly cause serious disintegration of private foreign trade than such a development. It might prove a temporary boon to the novice in export who would probably welcome the idea of selling to a single customer with unlimited credit, but it would tear down the distribution system laboriously established abroad over the years and which is still in private hands, and so deal another blow to the private business in the countries concerned.

Continuing in a realistic vein, the Convention moved to the question of

our tariff policy and whether the reciprocal principle is to be continued, one of the most controversial subjects in the realm of foreign trade. There was ample support for our present policy. Nothing is more evident from a long range standpoint but that imports into this country must be increased if we are ever to obtain even partial payment for the vast loans and gratuities contemplated under our foreign aid programs now being formulated. The Convention believes we can do this without damage to our own industries. Certainly the European economies cannot be flat on their backs and need assistance from us and at the same time be a real threat to manufacturers here. The import of foreign goods should not be appreciable for several years. Even then there will be some differential represented by the tariff, for the present policy is not one of free trade. This should allow American manufacturers to maintain their present lead over their foreign competitors, and where the going is too tough for any particular product, there is always the possibility of getting an escape clause invoked.

\* \* \*

WE HAVE JUST SEEN what the Convention thinking is on our government's present tariff policies. Let us take the balance of this column and see what its present status is in relation to the Geneva trade and tariff negotiations.

The over-all trade agreement between twenty-three nations agreed upon in Geneva and signed October 30, covers 45,000 items and accounts for two-thirds of the trade among the countries in the group. It thus represents the most comprehensive action ever undertaken for the reduction of barriers to trade.

Concessions made by the United States in these negotiations are within the limits prescribed by Congress in the Reciprocal Trade Agreements Act, and all of the concessions contained in the agreement are subject to a provision required by American procedure under that Act. If, through unforeseen developments, a particular tariff reduction should increase imports so sharply as to cause or threaten serious injury to domestic producers, the country granting the reduction may suspend its operation in whole or in part. Other countries may then withdraw equivalent concessions so that the balance of the agreement may be restored.

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Scovill Manufacturing Company Waterbury 91  Aluminum Goods  Waterbury Companies Inc Waterbury	
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United Smelting & Aluminum Co Inc	
Ammunition New Haven Remington Arms Co Inc Bridgeport Winchester Repeating Arms Company Division	
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department.	(Advertisement)
Automotive Friction Fabrics Russell Mfg Co The Middletown	Blower Systems Colonial Blower Company Hartford
Automotive Parts	Connecticut Blower Company Hartford
Eis Manufacturing Co (Hydraulic and Me- chanical) Middletown	L R Mfg Div of The Ripley Co Torrington Blueprints and Photostats
Automotive & Service Station Equipment	Joseph Merritt & Co Hartford
(brake service machinery) Bridgeport	Bigelow Co The New Haven
Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery) Scovill Manufacturing Company (Canned Oil Dispensers)  Automotive Tools  Automotive Tools	Petroleum Heat & Power Co (domestic only) Stamford
Automotive 10018	Bolts & Nuts
Bakelite Moldings	Blake & Johnson Co The (nuts, machine screw- bolts, stove) Waterville
Waterbury Companies Inc Waterbury Watertown Mfg Co The Watertown	bolts, stove)  Clark Brothers Bolt Co  O K Tool Co Inc The (T-Slot)  Waterville Milldale
Bakery Ovens	33 Hull St Shelton
American Machine & Foundry Co New Haven Balls	Clairglow Mfg Company Portland
Abbott Ball Co The (steel bearing and burnish-	Leeds Electric and Mfg Co The Hartford
Hartford Steel Ball Co The (steel bearing and	Maggi Co Inc (Maggi's) New Milford
burnishing, brass, bronze, monel, stainless aluminum)  Hartford	Box Board Lydall & Foulds Paper Co The Manchester
Banks	National Folding Box Co New Haven
Hall Mfg Co (dime and combination) Ansonia Barrels	New Haven Pulp & Board Co Robertson Paper Box Co  New Haven Montville
Abbott Ball Co The (burnishing and tumbling) Hartford	Robert Gair Co  Boxes  Portland
Hartford Steel Ball Co The (tumbling) Hartford	Clairglow Mfg Company (metal) Portland
Bathroom Accessories	Folding Cartons Incorporated (paper, folding) Manchester
Autoyre Company The Oakville Charles Parker Co The Meriden	Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) Durham
Bath Tubs	Robert Gair Co (corrugated and solid fibre
Bearings	shipping containers) Portland  Boxes & Crates
Fafnir Bearing Co (ball) New Britain New Departure Div of General Motors (ball)	City Lumber Co of Bridgeport Inc The
Bristol Norma-Hoffmann Bearings Corp (ball and	Boxes-Paper-Folding  Bridgeport
roller) Stamford	Atlantic Carton Corp Norwich Bridgeport Paper Box Co Bridgeport
Bellows Bridgeport Thermostat Company Inc (metallic)	Carpenter-Hayes Paper Box Co Inc The
Bellows Assemblies Bridgeport	M S Dowd Carton Co East Hampton Hartford
Bridgeport Thermostat Company Inc	National Folding Box Co (paper folding) New Haven New Haven Pulp & Board Co The New Haven
Bellows Shaft Seal Assemblies	New Haven Pulp & Board Co The New Haven Robertson Paper Box Co Montville
Bridgeport Thermostat Company Inc Bridgeport	Robert Gair Co Portland
Bells	S Curtis & Son Inc Warner Brothers Company The  Sandy Hook Bridgeport
Bevin Brothers Mfg Co Gong Bell Co The East Hampton East Hampton	Boxes—Paper—Setup
Gaynor Electric Company Inc (and buzzers) Bridgeport	Bridgeport Paper Box Co Bridgeport Heminway Corporation The Waterbury
N N Hill Brass Co The East Hampton	Brake Cables
Bristol Company The Waterbury	Eis Manufacturing Co Middletown Brake Linings
Saling Manufacturing Company (patented self- aligning) Unionville	Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial) Bridgeport
Belting	Russell Mfg Co The Middletown
Hartford Belting Co Russell Mfg Co The Middletown	Brake Service Parts Eis Manufacturing Co Middletown
Thames Belting Co The Norwich Benches	Brass and Bronze
Charles Parker Co The (piano) Meriden	American Brasss Co The (sheet, wire, rods, tubes) Waterbury
Bends-Pipe or Tube National Pipe Bending Co The 160 River St New Haven	Bristol Brass Corp The (sheet, wire, rods) Bristol
160 River St New Haven	Chase Brass & Copper Co Waterbury Miller Company The (phosphor bronze and brass
American Tube Bending Co Inc New Haven	
American Tube Bending Co Inc New Haven Bicycle Coaster Brakes New Departure Div General Motors Corp	Scovill Manufacturing Company Waterbury 91 Thinsheet Metals Co The (sheets and rolls) Waterbury
Bristol	Waterbury
New Departure Div General Motors Corp	Brass & Bronze Ingot Metal Whipple and Choate Company The Bridgeport
Binders Board Bristol	Rostand Mfg Co The (Ecclesiastical Brass
Colonial Board Company Manchester Biological Products	Wares) Milford Scovill Manufacturing Company (To Order)
Ernst Bischoff Company Inc Ivoryton	Waterbury 91
Blacking Saits for Metals Mitchell-Bradford Chemical Co Bridgeport	Waterbury Companies Inc (to order) (small sheet metal parts) Waterbury
Bindes	Winchester Repeating Arms Company Division
Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) Hartford	
Bleaching, Dyeing, Printing & Finishing Glasgo Finishing Co The Glasgo	Bridgeport Brass Co Bridgeport
United States Finishing Company The (textile	Scovill Manufacturing Company Waterbury 91
fabrics) Norwich	Fletcher Terry Co The Box 415. Forestville
Howard Company (cupola fire clay) New Haven Blower Fans	Brass Wall Plates
Colonial Blower Company Hartford	
Connecticut Blower Company Spencer Turbine Co The Hartford	Donnelly Brick Co The New Britain
	(Advt.)

#### IT'S MADE IN CONNECTICUT

Bricks-Fire Howard Company New Haven	Chartered Coach Service Connecticut Company The (excursions a spe-	Connecticut Corrugated Box Div Robert Gair
Bright Wire Goods Sargent & Company (Screw Eyes, Screw	cialty) New Haven	Co Inc D L & D Container Corp 87 Shelton Ave
Hooks, Cup Hooks, Hooks and Eyes, C. H. Hooks) New Haven	American Cynamid & Chemical Corp Waterbury	Cosmetic Containers
American Standard Co Plantsville	Apothecaries Hall Co Waterbury Edcan Laboratories South Norwalk	Eyelet Specialty Co The Cosmetics Waterbury
Hartford Special Machinery Co The Hartford Brooms—Brushes	Macalaster Bicknell Company New Haven MacDermid Incorporated Waterbury	J B Williams Co The Northam Warren Corporation Stamford
Fuller Brush Co The Hartford	John Magee & Co Incorporated Saybrook	Palmer Brothers Co Fitchville
B Schwanda & Sons Staffordville G E Prentice Mfg Co The Kensington	Chromium Plating Chromium Corp of America Waterbury	Floyd Cranska Co The Moosup
Hatheway Mfg Co The (Dee Rings) Bridgeport Hawie Mfg Co The Bridgeport	Chromium Process Company The Shelton Nutmeg Chrome Corporation Hartford	Veeder-Root Inc Hartford
John M Russell Mfg Co Inc Patent Button Co The Waterbury	Cushman Chuck Co The Hartford	Dextone Co The New Haven
Shoe Hardware Div U S Rubber Company (footwear, clothing and strap) Waterbury Waterbury Companies Inc Waterbury	Union Mfg Co New Britain	American Standard Co (special) Plantsville
Waterbury Companies Inc Waterbury Buffing & Polishing Compositions Apothecaries Hall Co Waterbury	Howard Company (Fire Howard "B" and High Temperature Dry) New Haven	Barnes Tool Company The (pipe cutters, hand) New Haven O K Tool Co Inc The (inserted tooth milling)
Lea Mig Co  Buffing Wheels  Waterbury	Cleansing Compounds MacDermid Incorporated Waterbury	33 Hull St Shelton Standard Machinery Co The (rotary board,
Williamsville Buff Mfg Co The Buttons Buttons	Clock Mechanisms Lux Clock Mfg Co The Waterbury	single and duplex)  Delayed Action Mechanism  Mystic
B Schwanda & Sons Staffordville	Clocks Seth Thomas Clocks Thomaston	M H Rhodes Inc Hartford R W Cramer Company Inc The Centerbrook
Colt's Manufacturing Company Hartford L C White Company The Frank Parizek Manufacturing Co The	United States Time Corporation The	Dental Gold Alloys  J M Ney Company The  Hartford
Patent Button Co The West Willington Waterbury	Lux Clock Mfg Co The Waterbury	Diamond Tool and Die Works Hartford
Scovill Manufacturing Company (Uniform and Tack Fasteners) (Waterbury 91	New Haven Clock and Watch Co The (spring & electric) William L Gilbert Clock Corporation The	Dictating Machines Dictaphone Corporation  Bridgeport
Waterbury Companies Inc Waterbury Cabinets	Clocks—Automatic Cooking	Gray Manufacturing Company The Hartford Soundscriber Corporation The New Haven
Charles Parker Co The (medicine) Meriden	Lux Clock Mfg Co The Clutches Waterbury	Parsons Tool Inc New Britain
Hartford Builders Finish Co Cages Hartford	Snow-Nabstedt Gear Corp The New Haven	Die Castings Newton-New Haven Co Inc 688 Third Ave
Andrew B Hendryx Co The (bird and animal)  Cams New Haven	Russell Mfg Co The Middletown	Die Casting Dies West Haven
Hartford Special Machinery Co The Rowbottom Machine Company Inc Waterbury	Raybestos Div of Raybestos-Manhattan Inc The (clutch facings-molded, woven, fabric,	ABA Tool & Engineering Co Weimann Bros Mfg Co The  Manchester Derby
F B Skiff Inc Hartford	metallic) Bridgeport	Die Castings (Aluminum & Zinc) Corbin Cabinet Lock Div American Hardware
Electro Motive Mfg Co Inc The (mica &	National Pipe Bending Co The 160 River St New Haven	Corp New Britain Die-Heads-Self Opening
trimmer) Willimantic	Hall Mfg Co Ansonia	Eastern Machine Screw Corp The Truman & New Haven
Standard Card Clothing Co The (for textile mills)  Stafford Springs	Palmer Brothers Co Fitchville	Geometric Tool Co The New Haven
Sargent & Company (Planes, Squares, Plumb	A F Holden Company The 52 Richard St West Haven	American Standard Co Hoggson & Pettis Mfg Co The 141 Brewery St
Bobs, Bench Screws, Clamps and Saw Vises) New Haven	Communication Equipment	Parker Stamp Works Inc The (for plastics and
Bigelow-Sanford Carpet Co Thompsonville	Airadio Incorporated (aircraft, marine, intra- facility) Stamford	die castings)  Dish Washing Machines  Colt's Manufacturing Company  Hartford
Palmer Brothers Co Fitchville Casket Trimmings	Norwalk Company Inc (high pressure air and gas) South Norwalk	Disk Harrows Orkil Inc—Cutaway Harrow Division
Bridgeport Casket Hardware Co The	Concrete Products Plasticrete Corp Hamden	Door Closers Higganum
Bassick Company The (Industrial and General)	Condensers Airadio Incorporated (variable) Stamford	P & F Corbin Division The American Hard- ware Corp New Britain
George P Clark Co Windsor Locks	Sonoco Products Co (Climax-Lowell Div)	Sargent & Company New Haven Yale & Towne Manufacturing Company The
Bradley & Hubbard Mfg Co The (grey iron,	(Paper) Mystic	Dowel Pins Stamford
brass, bronze, aluminum) Meriden Charles Parker Co The (gray iron) Meriden	Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave Hartford	Allen Manufacturing Co The Hartford  Drafting Accessories
Eastern Malleable Iron Company The (malle- able iron, Z metal and alloy) Naugatuck	Malleable Iron Fittings Company Branford	Joseph Merritt & Co Hartford  Draperies
Gillette-Vibher The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London	Greist Mfg Co The (metal parts and assemblies)	Palmer Brothers Co Fitchville  Drilling Machines
John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck	503 Blake St New Haven Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham	Henry & Wright Manufacturing Company The (sensitive) Hartford
Malleable Iron Fittings Co (malleable iron and steel) Branford	and containers to specifications) Durham Scovill Manufacturing Company (Metal Parts and Assemblies) Waterbury 91	Atwater Mfg Co Plantsville
McLagon Foundry Co (gray iron) New Haven Newton-New Haven Co (zinc and aluminum)	Waterbury Companies Inc Waterbury  Controllers	Blakeslee Forging Co The Bridgeport Hdwe Mfg Corp The Corpus Mfg Corp The Bridgeport
688 Third Ave West Haven Philbrick-Rooth & Spencer Inc (grey iron)	Bristol Company The Waterbury Manning Maxwell & Moore Inc Bridgeport	Canewell Mfg Company Wilcox Crittenden & Co Inc Middletown
Scovill Manfacturing Company (Brass &	Conveyor Systems Leeds Electric and Mfg Co The Hartford	Occupants of Control o
Bronze) Waterbury 91 Sessions Foundry Co The (gray iron) Bristol	American Brass Co The (sheet, wire, rods	nousehold aprons, raincoats, scarves & hoods,
Union Mfg Co (gray iron) New Britain Waterbury Foundry Company The (highway &	tuhes) Bristol Brass Corp The (sheet) Waterbury Bristol	Seamless Rubber Company The New Haven
sash weights) Waterbury Wilcox Crittenden & Co Inc (gray iron and brass) Middletown	Chase Brass & Copper Co (sheet, rod, wire, tube) Waterbury	Connecticut Blower Company Hartford
Castings-Permanent Mould	Thinsheet Metals Co The (sheets and rolls)  Copper Sheets  Waterbury	Collins Co The (axes and other edged tools)
Bradley & Hubbard Mfg Co The (zinc and aluminum)  Meriden  Contributed Blower Wheels	New Haven Conner Co The Seymour	Elastic Webbing
Centrifugal Blower Wheels Torrington Manufacturing Co The Torrington	New Haven Copper Co The Seymour Copper Water Tube	Russell Mfg Co The Middletown Electric Appliances Silex Co The 80 Pliny St Hartford
John M Russell Mfg Co Inc Naugatuck	Bridgeport Brass Co Bridgeport	Electric Cables
Bridgeport Chain & Mfg Co Bridgeport	Sonoco Products Co (Climax-Lowell Div) Mystic	Rockhestos Products Corp (asbestos insulated) New Haven
Bead Chain Mfg Co The Bridgeport	Corrugated Box Manufacturers	Trumbull Electric Mfg Co The Plainville
	. [54]	(Advt.)

#### MADE IN CONNECTICUT

Electric—Commutators & Segments
Cameron Elec Mfg Co The (rewinding motors)
Ansonia Electric Cord & Cord Sets
Accurate Insulated Wire Corp
Electric Cords
Rockbestos Products Corp (asbestos insulated)
New Haven United Cinephone Corporation

Electric Fixture Wire

Rockbestos Products Corp (asbestos insulated)
New Haven Electric Eye Control Winsted Hardware Mfg Co (trade mark "Durabilt")

Electric Insulation

Electric Insulation Case Brothers Inc
Rogers Corporation The
Electric Knife Switches
Gregory Manufacturing Co Inc T Manchester New Haven Electric Panel Boards Electric Panel Boards
Federal Electric Products Co Inc
Trumbull Electric Mfg Co The
Electric Safety Switches
Federal Electric Mfg Co The
Trumbull Electric Mfg Co The
Electric Signs
United Advertising Corp
Electric Specialities
Electric Specialities
Electric Specialities
Corporal Manufacturing Co Inc Th Hartford Hartford Plainville New Haven Gregory Manufacturing Co Inc The New Haven R W Cramer Company Inc The Centerbrook
Electric Timepleces
New Haven Clock and Watch Co The (automobile and alarm)
Electric Wire
Rockbestos Products Corp (asbestos insulated)
New Haven Electrical Circuit Breakers
ederal Electric Products Co Inc Hartfor
Electrical Conduit Fittings & Grounding Gillette-Vibber Company The New Electrical Control Apparatus Federal Electric Products Co Inc Trumbul Electric Mfg Co The Electrical Goods
A C Gilbert Co Electrical Motors Specialties New London Hartford Plainville New Haven U S Electrical Motors Inc Electrical Recorders Milford Bristol Co The Electrical Relays and Controls
Allied Control Co Plantsville Electronic Equipment Electronic Equipment
Airadio Incorporated
Electronics
Crystal Research Laboratories Inc
Gray Manufacturing Company The
United Cinephone Corporation
Electropiating
National Sherardizing & Machine Stamford Hartford Hartford Torrington Hartford Waterbury Waterbury Plating Company
Electroplating—Equipment
Enthone Inc

Hartford
Waterbury
Supplies
New Haven Enthone Inc Electrotypes
W T Barnm & Co Inc (all classes) New Haven
Elevators
Eastern Machinery Co The (passenger and
New Haven Eastern freight)
General Elevator Service Co
Enameling New Haven Hartford Conn Metal Finishing Co
Leeds Electric and Mfg Co The
wrinkle finishes)
Waterbury Plating Company
Enameling and Finishing
Clairglow Mfg Co
Engines
Pratt & Whitney Aircraft Div United Aircraft
Wolverine Motor
marine)
Envelopes

Hartford
Waterbury
Hartford
Waterbury
Portland
East Hartford
Wolverine Motor
marine)

Envelopes Envelopes Curtis 1000 Inc Hartford
United States Envelope Company,
Division Hartford Extractors—Tap
Walton Company The 94 Allyn St Hartford
Eyelets
Chromium Process Company The
L C White Company The
Platt Bros & Co The P O Box 1030 Waterbury
Plume & Atwood Mfg Co The
Scovill Manufacturing Company Waterbury Companies Inc
Fasteners—Silde & Snap
G E Prentice Mfg Co The
Kensington
Scovill Manufacturing Company (Snap)
Waterbury 91 Extractors—Tap nv The 94 Allyn St Hartford

Felt
Auburn Manufacturing Company The (mechanical, cut parts)

Middletown Felt cal, cut parts) Middlete
Felt—All Purpose
American Felt Co (Mills & Cutting Plant)
Glen Chas W. House & Sons Inc (Mills & Cutting Plant)

Chas W. House & Sons Inc (Mills & Cutting Unionville Ferrules Waterbury Companies Inc Fibre Board Case Brothers Inc
C H Norton Co The
Rogers Corporation (Specialty)
File Cards
Standard Card Clothing Co The Manchester Westchester North Manchester Film Spools

Watkins Manufacturing Co Inc
Finger Nail Clippers
H C Cook Co The
32 Beaver St Ansonia
Firearms
Colt's Manufacturing Company
Remington Arms Co
Winchester Repeating Arms Company Division
Olin Industries Inc
Fire Hose
Fabrics Fire Hose (municipal and industrial) Stafford Springs Fabrics Fire Hose (municipal and industrial)
Sandy Hook Fireplace Goods

American Windshield & Specialty Co The
881 Boston Post Road Milford
John P Smith Co The (screens) 423-33 Chapel
St St Fireproor .

Dextone Co The Fireworks

M Backes' Sons Inc Wallingford
Fishing Tackle
Line Co The (lines)
East Hampton
St Ansonia H C Cook Co The 32 Beaver St Ansonia Horton Mfg Co The (reels, rods, lines) Bristol Jim Harvey Div Local Industries Inc (nets, lures) Lakeville Jimes)

Lakeville

Winchester Repeating Arms Company Division
Olin Industries Inc
Flashlights and Radio Batteries

Wichester Repeating Arms Company Division
Olin Industries Inc
Floor & Celling
Beaton & Cadwell Mfg Co The
Gaynor Electric Company Inc
Fluorescent Lighting Equipment
Vanderman Manufacturing Co The Willimantic
Wiremold Company The
Forgings
Clark Brothers Bolt Co
Mildale Clark Brothers Bolt Co Milldale Heppenstall Co (all kinds and shapes)
Bridgeport Scovill Manufacturing Company (Non-ferrous) Waterbury 91 Sessions Foundry Co The (iron) Bristol Union Mfg Co (gray iron) New Britain Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Foundry Riddles

John P Smith Co The 423-33 Chape S Aluminum Foundry Riddles Rolock Inc (brass, galvanized, steel) Southport
Furnaces
Home Heating Service Inc (warm air oil fired)
South Norwalk
W S Rockwell Company (Industrial) Fairfield
Furnace Linings
Mullite Refractories Co The
Furniture Pads
Gilman Brothers Company The Gilman Brothers Company The
Fuse Blocks
Gregory Manufacturing Co Inc
New Haven Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford Galvanizing Malleable Iron Fittings Co Wilcox Crittenden & Co Inc Branford Middletown Galvanizing & Electrical Plating
e-Vibber Co The New London Gillette-Vibber Co Gaskets Auburn Manufacturing Company The (from all materials) Middletown Raybestos Div of Raybestos-Manhattan Inc The Bridgeport Gauges

Gears and Gear Cutting
Hartford Special Machinery Co The General Plating
Chromium Process Co The (copper, nickel, chromium and cadmium plating)

Gears and Gear Cutting
Hartford
Gears and Gear Cutting
Hartford
Gears and Gear Cutting
Hartford
Hartford
Gears and Gear Cutting
Hartford
Hartford
Gears and Gear Cutting
Hartford
Hartford
Hartford
Derby Glass and China
Rockwell Silver Co The (silver decorated) Glass Blowing
Macalaster Bicknell Company
Glass Coffee Makers
Silex Co The
80 Pliny
St Hartford Silex Co The 80 Pl
Glass Cutters
Fletcher Terry Co The Box Box 415 Forestville Woodbury Glass Company Inc
Box 8 East Hartford Golf Equipment
Horton Míg Co The (clubs, shafts, balls, bags)
Bristol Governors Pickering Governor Co The (speed regulating, centrifugal, hydraulic)

Portland A D Steinback & Sons Inc A D Steinback & Sons Inc

Grinding
Centerless Grinding Co Inc
custom grinding; centerless, cylindrical, surfaces, internal and special)

Hartford Special Machinery Co The (gears,
Hartford Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford Grinding Machines
Rowbottom Machine Company Inc (cam) Waterbury Grommets
Plume & Atwood Mfg Co The (brass and zine)
Waterbury Hand Tools

Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty kinves)

James J Ryan Tool Works The (screw drivers, machinists' punches, cold chisels, scratch awls and nail sets)

Peck Stow & Wilcox Co The (Bit braces, chisels, dividers, draw knives, hammers, pliers, squares, snips, wrenches)

Southington Hardware pliers, squares, snips, wrenches)
Hardware

Bassick Company The (Automotive) Bridgeport
Hall Mfg Co (bridge table)
Ansonia
P & F Corbin Division The American Hardware
Corp (Builders)
Sargent & Company
Wilcox Crittenden & Co Inc
and industrial)
Yale & Towne Manufacturing
Company The
(builders)
Stamford
Stamford
Stamford ale & To Stamford Hardware—Marine & Bus
Rostand Mig Co The
Hardware—Trailer Cabinet
Excelsior Hardware Co The
Stamford Excelsion Hardware Co The
Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware
New Britain
Bristol Corp J H Sessions & Son Bristol
Yale & Towne Manufacturing Company The
Stamford Hat Machinery Danbury Doran Brothers Inc Health, Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast and abdomen) New Haven Heat Treating
A F Holden Co The 52 Richard St West Haven
1945 New Britain Ave
Driscoll Wire Company The
New Britain-Gridley Machine
The New Britain Machine Co
Stanley P Rockwell Co Inc The
296 Homestead Ave
Hartford Stanley F Avon 296 Homestead Ave

Heat-Treating Equipment
A F Holden Company The 52 Richard Street
West Haven (Main Plant)

Oakville

Oakville West Haven (Main Flant)
Autoyre Company The Oakville
Stanley P Rockwell Co Inc The (commercial)
2996 Homestead Ave Hartford
Wallace Barnes Co The Div Associated Spring
Bristol Wallace Darnes Co The Bristol
Corp
Heat Treating Salts and Compounds
A F Holden Company The
52 Richard Street West Haven
Mitchell-Bradford Chemical Co
Bridgeport dford Chemical Co Heating Apparatus pany The (domestic oil burners and Meriden Heating Apparatus
Miller Company The (domestic oil
heating devices)
Hex-Socket Screws
Allen Manufacturing Co The
Bristol Company The

Hartford Waterbury (Advt.)

Plantsville

Plantsville im—record-Waterbury Stamford Chain & Bridgeport Bridgeport

American Standard Co Bristol Co The (pressure and vacuus ing automatic control) Ponda Gage Company (special) Helicoid Gage Division American Cable Co Inc Manning Maxwell & Moore Inc

# IT'S MADE IN CONNECTICUT

Highway Guard Rail Hardware	Letterheads	Machines—Slotting
Malleable Iron Fittings Co Branford	Lehman Brothers Inc (designers, engravers, lithographers) New Haven	Waterbury Farrel Foundry & Machine Co The (screw head) Waterbury
Hobs and Hobbings ABA Tool & Engineering Co  Manchester	Miller Co The (Miller, Duplexalite, Ivanhoe) Meriden	Machines—Thread Rolling Waterbury Farrel Foundry & Machine Co
Union Mfg Company New Britain	Waterbury Companies Inc Waterbury Lightning Protection	Machinery-Bolt and Nut Waterbury Farrel Foundry & Machine Co
Hose Supporter Trimmings  Tawie Mfg Co The (So-Lo Grip Tabs)  Bridgeport	Edward H Brown Hartford & New Haven Lithographing New Haven Printing Company The	Machinery—Cold Heading Waterbury Farrel Foundry & Machine Co
Hospital Signal Systems Connecticut Telephone & Electric Division of Great American Industries Inc Meriden	Yale & Towne Manufacturing Company The Stamford	The Waterbury Dealers & Rebuilders Botwinik Brothers New Haver
Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford	P & F Corbin Division The American Hard- ware Corp New Britain	J L Lucas and Son Fairfield  Machinery—Metal-Working  Waterbury Farrel Foundry & Machine Co
Hydraulic Brake Fluids is Manufacturing Co Middletown Industrial Finishes	Sargent & Company Yale & Towne Manufacturing New Haven Company The Stamford	The Waterbury Waterbury Farrel Foundry & Machine Co
Japon Div Atlas Powder Co Stamford Industrial and Marking Tapes Japanless Rubber Company The New Haven	Corbin Cabinet Lock Div American Hardware	The (forming and tapping ) Waterbury  Machinery—Screw and Rivet  Waterbury Farrel Foundry & Machine Co
eamless Rubber Company The New Haven Industrial Refrigeration Bowser Inc Refrigeration Division (Special- ists) Terryville	Corp Excelsior Hardware Co The Stamford Vale & Towne Manufacturing Company The	The Waterbury  Machinery—Wire Drawing  Waterbury Farrel Foundry & Machine Co
Infra-Red Equipment eeds Electric and Mfg Co The Hartford	Locks—Special Purpose Yale & Towne Manufacturing Company The	The Waterbury
Insecticides American Cyanamid & Chemical Corp Waterbury	Locks—Suit-Case and Trimmings Corbin Cabinet Lock Div American Hardware	Cinaudagraph Div The Indiana Steel Products Co Mail Boxes, Apartment & Residential
Dispenser) Insecticide ("Coracide" DDT Simsbury	Corp Excelsior Hardware Co The New Britain Stamford	Corpin Cabinet Lock Div American Hardward Corp New Britain Mailing Machines
Bridgeport Brass Company (Aer*a*sol) Bridgeport	Yale & Towne Manufacturing Company The Stamford	Pitney-Bowes Inc Stamford
Insulated Wire Cords & Cable Cerite Insulated Wire & Cable Co Inc The Seymour	Excelsior Hardware Co The Stamford Yale & Towne Manufacturing Company The	Whipple and Choate Company Marine Engines Kilborn-Sauer Company (running lights and
Instruments  Bristol Company The Waterbury  B-T Instruments Inc (Electrical and Tem-	Locks—Zipper Excelsior Hardware Co The Stamford	Searchlights)  Lathrop Engine Co The  Marine Equipment  Marine Equipment
perature) New Haven	Loom-Non-Metallic Wiremold Company The Hartford	Wilcox Crittenden & Co Inc Middletown Marine Reverse Gears
ilman Brothers Co The Insulating Refractories Italite Refractories Co The Shelton	Falls Company The Norwich	Snow-Nabstedt Gear Corp The New Haven
Inter-Communications Equipment Connecticut Telephone & Electric Division of Great American Industries Inc Meriden	City Lumber Co of Bridgeport Inc Bridgeport  Machinery	Hoggson & Pettis Mfg Co The Parker Stamp Works Inc The rubber) Metrices Hartford
ase Brothers Inc Manchester	Fenn Manufacturing Company The (Special) Halten Machine Company The (will	W T Barnum & Co Inc New Haver
H Sessions & Son Bristol Jib Borer	Hallden Machine Company The (mill) Thomaston Peck Stow & Wilcox Co The (Machines &	Palmer Brothers Co Fitchville Waterbury Mattress Co Waterbury
floore Special Tool Co (Moore)  Jig Boring  merican Standard Co  Plantsville	tools for sheet metal fabrication—manually & power operated) Standard Machinery Co The (bookbinders)	Mechanical Assemblies—Small M H Rhodes Inc Hartford Mechanical Specialties
Parsons Tool Inc Jig Grinder New Britain	Torrington Manufacturing Co The (mill)	Gregory Manufacturing Co Inc The New Haver Mechanics Hand Tools
floore Special Tool Co (Moore)  Jigs and Fixtures  American Standard Co  Bridgeport  Plantsville	Machine Bases State Welding Co The (Fabricated Steel &	Bridgeport Hdwe Mfg Corp The (screw drivers wrenches, pliers, cold chisels, hammers, auto
Jointing aybestos Div of Raybestos-Manhattan Inc The	Salvage of Broken Castings) Hartford Machine Work	Apothecaries Hall Co  Metal Cleaners  Waterbury  Waterbury
(compressed sheet)  Key Blanks  Orbin Cabinet Lock Div American Hardware	Fenn Manufacturing Company The (precision parts)  Hartford Hartford Special Machinery Co The (contract	Metal Cleaning Machines Colt's Manufacturing Company Hartford
Corp Graham Mfg Co The Derby	work only)  National Sherardizing & Machine Co (job)	Metal Finishes Mitchell-Bradford Chemical Co Bridgepor
argent & Company Ale & Towne Manufacturing Company The Stamford	Parker Stamp Works Inc The (Special) Hartford	Metal Finishing National Sherardizing & Machine Hartford
& J Cash Inc (Woven) South Norwalk	Torrington Manufacturing Co The (special roll- ing mill machinery) Torrington	Waterbury Plating Company Waterbury
Label Moisteners Setter Packages Inc Laboratory Equipment	Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport	Waterbury Companies Inc (to order) Waterbury Metallizing
lowser Inc Refrigeration Division Terryville	Patent Button Company The Waterbury Special Devices Inc (Special, new develop-	Conn Metal Finishing Co Hamder
astern Industries Inc Laboratory Supplies  lacalaster Bicknell Company  New Haven New Haven	ments, engineering, design and construction) Berlin Machines—Automatic	H C Cook Co The 32 Beaver St Ansonic Waterbury Companies Inc Waterbury Metal Products
Lacquers & Synthetic Enamels apon Div Atlas Powder Co Stamford	A H Nilson Mach Co The (Special) Bridgeport Globe Tapping Machine Company (dial type	State Welding Company The Hartford Metal Products—Stampings
W Flint Co Ladders 196 Chapel St New Haven	drilling and tapping) Bridgeport  Machines—Automatic Chucking	J H Sessions & Son Bristo Scovill Manufacturing Company (Made-to
Verplex Company The Essex	New Britain-Gridley Machine Division The New Britain Machine Co (multiple spindle and double end) New Britain	Order) Waterbury Companies Inc Waterbury 9 Waterbury 9 Waterbury
Bullard Company The (vertical turret cutmaster and Mult-Au-Matic, vertical multi-spindle) Bridgeport	Machines—Automatic Screw New Britain-Gridley Machine Division The New Britain Machine Co (single and	Excelsior Hardware Co The  Metal Stampings  Autovre Co The (Small)  Oakville
Leather  Jerman Roser & Sons Inc (Genuine Pigskin)  Glastonbury	multiple spindle) New Britain  Machines—Forming	Bridgeport Chain & Mfg Co Bridgepor DooVal Tool & Mfg Inc The Naugatuch
ieo A Shepard & Sons Co The (sheepskin,	A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport	Excelsior Hardware Co The Stamford Greist Mfg Co The 503 Blake St New Haves Hayes Metal Stampings Inc Hartford
shoe upper, garment, grain and suede) Bethel		
she upper, garment, grain and suede) Bethel  Leather Goods Trimmings  G E Prentice Mfg Co The  Leather, Mechanical	John McAdams & Sons Inc Norwalk  Machines—Precision Boring	H C Cook Co The 32 Beaver St Ansonic J A Otterbein Company The (metal fabrica tions) Middletow

# IT'S MADE IN CONNECTICUT

Metal Stampings (Cont'd) Plume & Atwood Mfg Co The (brass, copper	Package Sealers Better Packages Inc Shelton	Plastic-Moulders
and steel) Waterbury	Packing	Colt's Manufacturing Company Hartford Conn Plastics Waterbury
G E Prentice Mfg Co The Saling Manufacturing Company Unionville	Auburn Manufacturing Company The (leather,	Geo S Scott Mfg Co The Wallingford
Scovill Manufacturing Company Waterbury 91	rubber, asbestos, fibre) Middletown Raybestos Div of Raybestos-Manhattan Inc The	Watertown Mig Co The Watertown Waterbury Companies Co Waterbury
Stanley Works The New Britain Verplex Company The (Contract) Essex	(rubber sheet and automotive) Bridgeport	Plastics-Moulds & Dies
Waterbury Companies Inc Waterbury	Padlocks Corbin Cabinet Lock Div American Hardware	Parker Stamp Works Inc The (for plastics) Hartford
Meters—Gas	Corp New Britain	Platers
Sprague Meter Company Bridgeport Microscope—Measuring	Sargent & Company Yale & Towne Manufacturing Company The	Christie Plating Co Patent Button Co The  Groton Waterbury
Lundeberg Engineering Company Hartford	Paints and Enamels Stamford	Plainville Electro Plating Co The Plainville
John P Smith Co The 423-33 Chapel St	Staminite Corp The New Haven	Waterbury Plating Company Waterbury Platers—Chrome
New Haven	Tredennick Paint Mfg Co The Meriden	Hartford Chrome Corporation The Hartford
Hartford Builders Finish Co Hartford	Moore Special Tool Co (crush wheel dresser)	Plainville Electro Plating Co The Plainville Platers' Equipment
Miliboard	Bridgeport	Apothecaries Hall Company Waterbury
Raybestos Div of Raybestos-Manhattan Inc The (asbestos) Bridgeport	Paperboard Connecticut Corrugated Box Div Robert Gair	MacDermid Incorporated Waterbury
Milling Machines	Co Inc Portland	Plating Conn Metal Finishing Co Hamden
Rowbottom Machine Company Inc (cam) Waterbury	New Haven Pulp & Board Co The New Haven Paper Boxes	Plumbers' Brass Goods
Mill Supplies	Atlantic Carton Corp (folding) Norwich	Bridgeport Brass Co Bridgeport Keeney Mfg Co The (special bends)
Wilcox Crittenden & Co Inc Middletown Minute Minders	National Folding Box Co (folding) New Haven New Haven Pulp & Board Co The New Haven	Newington
Lux Clock Mfg Co The Waterbury	Robertson Paper Box Co (folding) Montville Strouse Adler Co The New Haven	Scovill Manufacturing Company Waterbury 48 Plumbing Specialties
Mixing Equipment	Strouse Adler Co The New Haven Paper Boxes—Folding and Setup	John M Russell Mfg Co Inc Naugatuck
Eastern Industries Inc New Haven Monuments	Bridgeport Paper Box Company Bridgeport	Pole Line Malleable Iron Fittings Co Branford
Beij & Williams Co The Hartford	M Backes' Sons Inc Warner Brothers Company The Wallingford Bridgeport	Polishing Wheels
Motor Switches Gaynor Electric Company Inc Bridgeport	Paper Clips	Williamsville Buff Mfg Co The Poly Chokes Danielson
Gaynor Electric Company Inc Bridgeport  Moulded Plastic Products	H C Cook Co The (steel) 32 Beaver St Ansonia Paper Tubes and Cores	Poly Choke Company The (a shotgun choking
Colt's Manufacturing Company Hartford	Sonoco Products Co (Climax-Lowell Div)	device) . Tariffville
Patent Button Co The Waterbury Waterbury Companies Inc Waterbury	Parallel Tubes Mystic	Postage Meters Pitney-Bowes Inc Stamford
Watertown Mfg Co The 117 Echo Lake Road Watertown	Sonoco Products Co (Climax-Lowell Div)	J M Ney Company The (for industry)
Mouldings	Parkerizing Mystic	- Hartford
Himmel Brothers Co The (architectural, metal and store front) Hamden	Clairglow Mfg Company Portland	City Lumber Co of Bridgeport Inc The
Moulds	Passenger Transportation Connecticut Company The (local, suburban and	Bridgeport
ABA Tool & Engineering Co Manchester Hoggson & Pettis Mfg Co The (steel)	interurban) New Haven	Goodman Bros (and jellies) Meriden
114 Brewery St New Haven	Andrew B Hendryx Co The New Haven	Preservatives-Wood, Rope, Fabric
Lundeberg Engineering Company (plastic) Hartford	Pharmaceutical Specialties	Darworth Incorporated ("Cuprinol") Simsbury
Parker Stamps Works Inc The (compression.	Ernst Bischoff Company Inc Ivoryton	Press Buttons
injection & transfer for plastics) Hartford Sessions Foundry Co The (heat resisting for	Phosphor Bronze Miller Company The (sheets, strips, rolls)	Gaynor Electric Company Inc Bridgeport Press Papers
non-ferrous metals) Bristol	Meriden	Case Brothers Inc Manchester
Napper Clothing Standard Card Clothing Co The (for textile	Seymour Mfg Co The Seymour Waterbury Rolling Mills Inc (sheets, strips,	Presses
mills) Stafford Springs	Phosphor Bronze Ingots  Waterbury	Henry & Wright Manufacturing Company The (automatic mechanical) Hartford
Apothecaries Hall Co Waterbury	Whipple and Choate Company The Bridgeport	Standard Machinery Co The (plastic molding,
Seymour Mfg Co The Seymour	Photographic Equipment	embossing, and die cutting) Mystic Presses-Power
Nickel Silver Seymour Mfg Co The Seymour	Kalart Company Inc Stamford Photo Reproduction	Waterbury Farrel Foundry & Machine Co
Waterbury Rolling Mills Inc (sheets, strips,	New Haven Printing Company The	The Waterbury Pressure Vessels
rolls) Waterbury	Piano Repairs	Norwalk Tank Co Inc The (unfired to ASME
Whipple and Choate Company The Bridgpeort	Pratt Read & Co Inc (keys and action)	Code Par U 69-70) South Norwalk Printing
Night Latches	Piano Supplies	Case Lockwood & Brainard A Division of
P & F Corbin Division The American Hard- ware Corp New Britain	Pratt Read & Co (keys and actions, backs,	Connecticut Printers Inc Hartford Heminway Corporation The Waterbury
Sargent & Company New Haven Yale & Towne Manufacturing Company The	plates) Ivoryton Pickies	Hunter Press Hartford
Stamford	Goodman Brothers Meriden	New Haven Printing Company The
Miller Company The Meriden	Pin Up Lamps Verplex Company The Essex	Taylor & Greenough Co The Hartford
Nuts, Bolts and Washers	Pipe	T B Simonds Inc Hartford Walker-Rackliff Company The New Haven
Clark Brothers Bolt Co Milldale	American Brass Co The (brass and copper) Waterbury	Printing Presses
Office Equipment Pitney-Bowes Inc. Stamford	Bridgeport Brass Co (brass & copper)	Banthin Engineering Co (automatic) Bridgeport
Pitney-Bowes Inc Stamford Underwood Corporation Bridgeport & Hartford	Chase Brass & Copper Co (red brass and	Printing Rollers
Offset Printing	coper) Waterbury	Chambers-Storck Company Inc The (engraved) Norwich
New Haven Printing Company The New Haven	Crane Company (fabricated) Bridgeport Howard Co (cement well and chimney)	Production Control Equipment United Cinephone Corporation Torrington
Oil Burners	Pipe Fittings New Haven	Wassell Organization (Produc-Trol) Westport
Miller Company The (domestic) Meriden Petroleum Heat & Power Co (domestic, commer-	Corley Co Inc The (300# AAR) Plainville	Propellers-Aircraft
cial and industrial) Stamford Silent Glow Oil Burner Corp The	Malleable Iron Fittings Co Branford	Hamilton Standard Propellers Div United Air- craft Corp East Hartford
1477 Park St Hartford	Pipe Plugs Holo-Krome Screw Corporation The (counter-	Propeller Fan Blades Torrington Manufacturing Co The Torrington
W S Rockwell Company (Industrial) Fairfield	sunk) West Hartford	Pumps
Oil Burner Wick Raybestos Div of Raybestos-Manhattan Inc The	Plastic Buttons Colt's Manufacturing Company Hartford	Yale & Towne Manufacturing Company The
Bridgeport	Frank Parizek Manufacturing Co The West Willington	(Tri-rotor) Stamford Pumps—Small Industrial
Norwalk Tank Co The (550 to 30 M gals.,	Patent Button Co The Waterbury	Eastern Industries Inc New Haven
underwriters above and under ground)	Waterbury Companies Inc Waterbury	Pump Valves Colt's Manufacturing Company Hartford
Olives South Norwalk	Plasticrete Corp Hamden	Punches
John Magee & Co Incorporated Saybrook	Plastic Film Printing	Hoggson & Pettis Mfg Co The (ticket & cloth)
American Machine & Foundry Co New Haven	Glasgo Finishing Co The Glasgo Plastic Gems	141 Brewery St New Haven Putty Softeners—Electrical
W S Rockwell Company (Industrial) Fairfield	Colt's Manufacturing Company Hartford	Fletcher Terry Co The Box 415 Forestville
		(Advt.)

#### S D N ON NECTIC A

Pyrometers Bristol Co The (recording and controlling)

Overty Creately Waterbury Quartz Crystals Hartford Crystal Research Laboratories Inc Radiation-Finned Copper G & O Manufacturing Company T Vulcan Radiator Co The (steel and copper)
Hartford Rayon Specialties Rayon Specialties
Hartford Rayon Corporation The
Rayon Varns
Hartford Rayon Corporation The
Reamers
O K Tool Co
33 Hull St
Pacerders
Shelton
Shelton Rocky Hill 33 Hull St Recorders

Bristol Co The (automatic controllers, temperature, pressure, flow, humidity)
Reduction Gears
Snow-Nabstedt Gear Corp The
Refractories

New Haven Howard Company Regulators Norwalk Valve Company (for gas and air)
South Norwalk Resistance Wire
C O Jelliff Míg Co The (nickel, chromium,
Southport kanthal)

Respirators

American Optical Company Safety Division
Putnam Hartford Steel Ball Co The (bicycle & auto-Hartford motive) Riveting Machines
Grant Míg & Machine Co The
H P Townsend Manufacturing Co The
Hartford H P Townsend Manufacturing Control of The Ripley Control of Raybestos-Manhattan Inc The (brake service equipment)

Bridgeport Rivets

Blake & Johnson Co The (brass, copper and mon-ferrous)

Clark Brothers Bolt Co
Chromium Process Company The Connecticut Manufacturing Company The Waterbury

Connecticut Manufacturing Company The Waterbury

Bristol J H Session & Sons
Plume & Atwood Mfg Co The (brass and cop
Waterbur, Plume & Atwood Mig Co The (brass and copper)
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper)
Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The (iron)
Bridgeport (iron)

Reds

Bristol Brass Corp The (brass and bronze)

Bristol Scovill Manufacturing Company (Brass and Bronze) Waterbury 91 Roller Skates
Winchester Repeating Arms Company Division
Olin Industries Inc New Haven Rolling Mills and Equipment
oury Farrel Foundry & Machine Co
Waterbury Waterbury Rubber Chemicals Stamford Rub Vulcanized bler Supply Co Vegetable Oils) Rubberized Fabrics Rubber Ized Fabrics
Duro-Gloss Rubber Co The
Rubber Footwear
Goodyear Rubber Co The
United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear)
Naugatuck Rubber Gloves Seamless Rubber Company New Haven Rubber Heels
Danbury Rubber Co Inc The Danbury Rubber Products, Mechanical Auburn Manufacturing Company The ( gaskets, molded parts) Mic The (washers, Middletown gaskets, molded parts)

Rubber Soles
Danbury Rubber Co Inc The Rubber Tile
Danbury Rubber Co Inc The Rubber Tile
Danbury Rubber Co Inc The Rubbish Burners
John P Smith Co The 423-33 Chapel St New Haven Safety Clothing

American Optical Company Safety Division Safety Fuses Putnam Ensign-Bickford Co The (mining & detonating) Safety Gloves and Mittens
American Optical Company Safety Division Simsbury American Optical Company Safety Goggles

American Optical Company Safety Division
Putnam
Putnam Sandblasting Beij & Williams Co The Hartford

Saw Blades Capewell Mfg Co The (Hack Saw, Band Saw) Hartford Saws, Band, Metal Cutting
Atlantic Saw Mfg Co
New Haven Scales—Industrial Dial
Kron Company The
Scissors Bridgeport Acme Shear Company The Bridgeport Screens
Hartford Wire Works Co The
Doors and Porches)
Screw Caps
Weimann Bros Mfg Co The (small for bottles) Screws
Atlantic Screw Work (wood)
Blake & Johnson Co The (machine and wood)
Waterville Bristol Company The (socket set and socket Waterbury Bristol Company The (socket Set and socket; cap screws)

Charles Parker Co The (wood)
Chromium Process Company The Selton
Clark Brothers Bolt Co
Connecticut Mfg Co The (machine)
Corbin Screw Div American Hardware Corp
Holo-Krome Screw Corporation
Set and socket cap)
Scovill Manufacturing Company
Waterbury 91
Screw Machines Scovill Manufacturing Company
Screw Machines
H P Townsend Mfg Company The
Screw Machine Accessories
Barnaby Manufacturing and Tool Company
Bridgeport Screw Machine Products

Apex Tool Co Inc The
Blake & Johnson Co The
Bristol Screw Corporation
Centerless Grinding Co Inc The (Heat treated and ground type only)

19 Staples Street
Connecticlut Manufacturing Company The
Waterbury
Hardware Corp Connecticlut Manufacture Water Corp.

Corbin Screw Div American Hardware Corp.

New Britain Woodbury Duda & Goodwin Mfg Co Eastern Machine Screw Corp The Truman & Barclay Sts Buda & Oussain.

Eastern Machine Screw Corp 11.

Truman & Barclay Sts New Haven
Greist Mig Co The (Up to 1½" capacity)
New Haven
Humason Mig Co The New Haven
Lowe Mig Co The Wethersfield
National Automatic Products Company The
New Britain
Plantsville Nelson's Screw Machine Products New Britain Machine Company The Olson Brothers Company (up to 34" capacity) Olson Brothers Company (up to % apacity)
Peck Spring Co The
Plume & Atwood Mfg Co The
Scovill Manufacturing Company
Wallace Metal Products Co Inc
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic)
Watkins Manufacturing Co Inc
Watkins Manufacturing Co Inc Watkins Manufacturing Co Single Screw Machine Tools
Somma Tool Co (precision circular form tools)
Waterbury Seating Tape Machines Better Packages Inc Shelton Maggi Co Inc (Maggi's) New Milford Sewing Machines

Greist Mfg Co The (Sewing machine attachments)

503 Blake St New Haven
Merrow Machine Co The (Industrial) Hartford
Singer Manufacturing Company The (industrial)

Staving Soare

Bridgeport J B Williams Co The Glastonbury Shears
Acme Shear Co The (household) Acme Shear to the Shells

Wolcott Tool and Manufacturing Company
Waterbury Inc Sheet Metal Products
American Brass Co The (brass and copper)
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays)
United Advertising Corp Manufacturing Division (Job and Production Runs)
Waterbury Companies Inc

Sheet Metal Schools
Waterbury Sheet Metal Stampings
American Buckle Co The
Doo'Al Tool & Mig Inc The
Hall Mig Co
J H Sessions & Son
J H Sessions & Son
Patent Button Co The
Waterbury Companies Inc
Waterbury
Waterbury

Better Packages Inc
Showcase Lighting Equipment
Wiremold Company The
Shower Stalls
New Shipment Sealers Shelton Hartford H C Cook Co The (for card files) New Haven Ansonia Cheney Brothers
Sizing and Finishing Com
American Cyanamid & Chemical Manchester Slide Fasteners
G E Prentice Mfg Co The
Shoe Hardware Div U S Rubber
KwiK zippers Kensington Company Smoke Stacks
Bigelow Company The (steel)
Soap
J B Williams Co The (industrial soaps, shaving soaps)
Solder—Soft
Torrey S Crane Company
Henry & Wright Manufacturing
Tompany The Hartford
Hartford Smoke Stacks Hartford Hartford Hartford H P Townsend Mfg Company The Lundeberg Engineering Company National Sherardizing & Machine drels & stock shells for rubber i Special Parts
Greist Mfg Co The (small machines, Greist Mig Co Jin (Special Figure 1) New Haven precision stampings)

Special Industrial Locking Devices
Corbin Cabinet Lock Div American Hardware
New Britain Special Tools & Dies Lundeberg Engineering Company Hartford Lundeberg Engineering Company
Splnnings
Gray Manufacturing Company The
Sponge Rubber
Sponge Rubber Products Co The
Spreads
Palmer Brothers Co
Spring Colling Machines
Torrington Manufacturing Co The Hartford Shelton Fitchville Torrington Spring Units
Owen Silent Spring Co Inc (mattreses and furniture)
Spring Washers
Wallace Barnes Co The Div Associated Spring
Bristol Corp Springs—Coil & Flat

Han-Dee Spring and Manufacturing Co The
(Coil and Flat) Hartford
Humason Mfg Co The
New England Spring Manufacturing Company
Unionville
Discovering Peck Spring Co The Plainville
Wallace Barnes Co The Div Associated Spring
Bristol Corp Springs—Flat
Wallace Barnes Co The Div Associated Spring
Bristol Corp cew England Spring Manufacturing Company Unionville Owen Silent Spring Co Inc
Springs—Wire
Colonial Spring Corporation The
Connecticut Spring Corporation The
sion, extension, torsion)
D R Templeman Co (jewelry)
J W Bernston Company (Coil and
Torsion)
Plainville
Unionville
Unionville
Spring Mfg Co Owen Silent Spring Co Inc New England Spring Mfg Co Unionville Wallace Barnes Co The Div Associated Spring Bristol Springs, Wire & Flat Autoyre Company Oakville Palmer Brothers Company
Page 1 106
Stair Pads
Company New London Hoggson & Pettis Mfg Co The (steel) Hoggson & Pettis Mtg Co The (Sect.)
141 Brewery St New Haven
Parker Stamp Works Inc The (steel & rubber)
Hartford Stampings
DooVal Tool & Mfg Inc The Naugatuck
Han-Dee Spring and Manufacturing Co The
(Small) Hartford (Small) Stampings—Small
Greist Manufacturing Co The New Haven
L C White Company The Waterbury
Rogers Corporation (Fibre Cellulose Paper)
Manchester Scovill Manufacturing Company Waterbury 91
Wallace Barnes Co The Div Associated Spring
Bristol

Corp Waterbury Companies Inc

Waterbury (Advt.)

#### IT'S M A D E IN CONNECTICUT

Steel Stanley Works The (hot and cold rolled strip)	Time Recorders Stromberg Time Corp Thomaston	Valves—Relief & Control Beaton & Cadwell Mfg Co New Britain
Steel Castings	Timers, Interval Haydon Manufacturing Co Inc Torrington	Valves-Safety & Relief Manning Maxwell & Moore Inc Bridgepor
Hartford Electric Steel Co The (carbon and alloy steel) 540 Flatbush Ave Hartford Malleable Iron Fittings Co Branford	H C Thompson Clock Co The R W Cramer Company Inc The Centerbrook	Varnishes Staminite Corp The New Haves
Nutmeg Crucible Steel Co Branford Steel-Cold Rolled Spring	Haydon Manufacturing Co Inc R W Cramer Company Inc The Centerbrook	Velvets Leiss Velvet Mfg Co Inc The Willimanti
Vallace Barnes Co The Div Associated Spring Corp Bristol	Seth Thomas Clocks United States Time Corporation The	Velvet Textile Corporation The (velveteen) West Have
Steel—Cold Rolled Stainless Wallingford Steel Company Wallingford Steel—Cold Rolled Strip and Sheets	Waterbury Timing Devices & Time Switches Haydon Manufacturing Co Inc Torrington	Colonial Blower Company Connecticut Blower Company Hartford
Wallingford Steel Company Wallingford Steel Goods	M H Rhodes Inc Hartford	Vibrators—Pneumatic New Haven Vibrator Company (industrial) New Have
Merriam Mfg Co (sheets products to order) Durham Waterbury Companies Inc Waterbury	Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury	Charles Parker Co The Meride
Steel-Magnetic  inaudagraph Div The Indiana Steel Products	Wilcox Crittenden & Co Inc Middletown Tool Designing	Fenn Manufacturing Company The (Quick Action Vises) Hartfor Vanderman Manufacturing Co. The (Combi
Co (Permanent) Stamford	American Standard Co Plantsville  Tools Hoggson & Pettis Mfg Co The (rubber workers)	nation Bench Pipe) Willimanti
tanley Works The Stereotypes V T Barnum & Co Inc New Britain New Haven	O K Tool Co Inc The (inserted tooth metal	American Felt Co (felt) Glenvil Auburn Manufacturing Company The (all m terials) Middletow
Stop Clocks, Electric  I C Thompson Clock Co The Bristol	cutting) 33 Hull St Shelton Tool Chests Vanderman Manufacturing Co The	Blake & Johnson The (brass, copper & non ferrous) Watervill
Straps, Leather Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown	Tools & Dies Willimantic	Clark Brothers Bolt Co Milldal J H Sessions & Son Bristo Plume & Atwood Mfg Co The (brass & copper
Studio Couches Waterbury Mattress Co . Waterbury	Moore Special Tool Co Bridgeport Tools, Dies & Flxtures Fonda Gage Company (also jigs) Stamford	Waterbur Raybestos Div of Raybestos-Manhattan Inc Th
Super Refractories  fullite Refractories Co The Shelton	Greist Mfg Co The New Haven Parker Stamp Works Inc The (special)	(clutch washers) Bridgepor Saling Manufacturing Company (made to order
Surface Metal Raceways & Fittings Viremold Company The Hartford	Tools, Hand & Mechanical	Unionvil Sessions Foundry Co The (cast iron) Briste Washers—Felt
Surgical Dressings Acme Cotton Products Co Inc East Killingly leamless Rubber Company The New Haven	Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport	Chas W. House & Sons Inc (Mills & Cuttin Plant) Unionvil
Surgical Rubber Goods eamless Rubber Company The New Haven	A C Gilbert Company Geo S Scott Mfg Co The Wallingford	Benrus Watch Co 30 Cherry St Waterbur New Haven Clock and Watch Co The (pock
Switchboards Wire and Cables tockbestos Products Corp (asbestos insulated)	Gong Bell Co The East Hampton N N Hill Brass Co The East Hampton Waterbury Companies Inc Waterbury	& wrist) United States Time Corporation The Waterbu
Synchronous Motors  W Cramer Company Inc The  New Haven Centerbrook	Trucks—Industrial George P Clark Co Windsor Locks	Waterproof Dressings for Leather Viscol Company The Stamfor
Iaydon Manufacturing Co Inc Torrington Tanks	Excelsior Hardware Co The Stamford	Saling Manufacturing Company (hammer axe) Unionvil
Bigelow Company The (steel) State Welding Co The Hartford Hotorts Welding Company (steel and alloy)	George P Clark Co Windsor Locks Trucks—Skid Platforms Excelsior Hardware Co The (lift) Stamford	Welding G E Wheeler Company (Fabrication of Ste & Non-Ferrous Metals) New Have
Tape Russell Mfg Co The Middletown	American Tube Bending Co Inc New Haven	Industrial Welding Company (Equipmer Manufacturers—Steel Fabricators) Hartford
Tap Extractors Walton Co The 94 Allyn St Hartford	Tube Clips H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia	Porcupine Company The Bridgepo State Welding Co The (Equipment Mi & Steel Fabricators) Hartfor
Taps, Collapsing Geometric Tool Co The New Haven	Weimann Bros Mfg Co The (for collapsible tubes)  Derby	Welding-Lead Storts Welding Company (tanks and fabric
Brownell & Co Inc Moodus	American Brass Co The (brass and copper) Waterbury	tion) Meride Welding Rods
Tea Upham Food Products Inc package and tea balls) Hawleyville	Scovill Manufacturing Company (Brass and Copper) Waterbury 91	Bristol Brass Co The (brass & bronze) Brist Wheels
Bristol Co The Hawleyville Waterbury  Waterbury	Secuil Manufacturing Company Waterbury 01	Hall Mfg Co Anson Wheels—Industrial George P Clark Co Windsor Loci
Textile Machinery Merrow Machine Co The	Royal Typewriter Co Inc Hartford Underwood Corporation Hartford	Wicks Auburn Manufacturing Company The (felt, a
2814 Laurel St Hartford Textile Mill Supplies	Underwood Corporation Hartford	Raybestos Div of Raybestos-Manhattan Inc T (oil burner wicks) Bridgepo
Ernst Bischoff Company Inc Ivoryton Textile Processors American Dyeing Corporation (rayon, acetate)	Underwood Corporation	Russell Mfg Co The Middletov
Aspinook Corp The (cotton) Rockville Jewett City	Hartford and Bridgeport Underclearer Rolls Sonoco Products Co (Climax-Lowell Div)	Window & Door Guards Hartford Wire Works Co The Wire  Wire
Airadio Incorporated Stamford Thermometers	Union Pipe Fittings Mystic	Atlantic Wire Co The (steel) Branfo
Bristol Co The (recording and automatic con- trol) Waterbury	Broad Brook Company (automobile airplane	Spring) North Hav Bristol Brass Corp The (brass & bronze) Bris
Manning Maxwell & Moore Inc Bridgeport Thermostats Bridgeport Thermostat Company Inc (auto-	Vacuum Bottles and Containers	Driscoll Wire Co The (steel) Shelt Hudson Wire Co Winsted Div (insulated enameled magnet) Winst
matic) Bridgeport	Vacuum Cleaners	Platt Bros & Co The (zinc wire) P O Box 1030 Waterbu
Thinsheet Metals Co The (plain or tinned in rolls)  Waterbury  Thread	Norwalk Valve Company (sensitive check	Rockbestos Products Corp (asbestos insulate New Hav Scovill Manufacturing Company Brass, Bron
American Thread Co The Willimantic Gardiner Hall Jr Co The (cotton sewing)	walves) South Norwalk W S Rockwell Company (Industrial) Fairfield	and Nickel Silver) Waterbury Wire Arches & Trellises
South Willington Lloyd E Cone Thread Co The (industrial cot- ton sewing)  Moodus  Moodus	Colt's Manufacturing Company Hartford Valves-Automatic Air	Hartford Wire Works Co The John P Smith Co The 423-33 Chapel St New Hav
Max Pollack & Co Inc Groton and Willimantic Wm Johl Manufacturing Co Mystic	Beaton & Cadwell Mfg Co New Britain	Wire Baskets Rolock Inc (for acid, heat, degreasing)
	DIMPERON DIES LONDANY BUIGGEOOF	Fairfie
Grant Mfg & Machine Co The (double and automatic)  Bridgeport	Valves-Radiator Air	(Continued on page 60) (Adv



NON-CORRODING "ALLENS"

for applications where steel is subject to excessive moisture, chemical fumes or corrosive vapors. Made of "18-8 Type" Stainless, non-heat treated, non-magnetic. Set screws: stock sizes #6 to ½" diameter; cap screws: #8 to ½". N.C. threads only. Class 3 fit; Allen precision fastenings. . . Order of your local Allen Distributor, or write us for samples and literature

THE ALLEN MFG. COMPANY

#### It's Made in Connecticut

(Continued from page 59)

Wire Cable
Bevin-Wilcox Line Co The (braided)
East Hampton Wire Cloth
Hartford Wire Works Co The Hartford
C O Jelliff Mig Co The (all metals, all meshes)
Southport John P Smith Co The 423-33 Chapel St Rolock Incorporated New Haven Fairfield Wire Drawing Dies Waterbury Wire Die Co The Waterbury Wire Dipping Baskets
Hartford Wire Works Co The
John P Smith Co The
423-33 Chapel St No Hartford New Haven Wire-Enameled Magnet Winsted Wire Formings
Autoyre Co The G E Prentice Mfg Co The Verplex Company The Essex
Wire Forms
Colonial Spring Corporation The Connecticut Spring Corporation The Humason Mfg Co The New England Spring Mfg Co
Wire Goods
Wire Goods

Wire Goods

Oakville Kensington
Essex
Hartford
Hartford
Humason Mfg Co The Div Associated Spring Corporation
Wire Goods Wire Formings Corp Wire Goods

American Buckle Co The (overall trimmings)
West Haven
Patent Button Co The
Waterbury
Scovill Manufacturing Company (To Order)
Waterbury 91 Wiremolding Wiremold Company The Hartford Hartford Wire Works Co The John P Smith Co The 423-33 Chapel St Hartford New Haven Wire Products Clairglow Mfg Con Portland Wire Reels
A H Nilson Mach Co The Bridgeport American Buckle Co The (tinners' trimmings) (pan handles and West Haven Wire Shapes Bridgeport Chain & Mfg Co Bridgeport Wire-Specialties
Andrew B Hendryx Co The . New Haven Wood Handles
Salisbury Cutlery Handle Co The (for cutlery & small tools)
Salisbury Woodwork
C H Dresser & Son Inc (Mfg all kinds of Hartford Woven Awning Stripes
Falls Company The Norwich Woven Felts—Wool
Chas W. House & Sons Inc (Mills & Cutting Plant)

Volume 1. Norwich Norwich Norwich Norwich Hartford Spinning Incorporated knitting and weaving yarns) Unionville Aldon Spinning Mills Corporation The (fine woolen and specialty) Taleottville Ensign-Bickford Co The (jute carpet) Simsbury

#### \* \* \*

Platt Bros & Co The (ribbon, strip and wire)
P O Box 1030 Waterbury

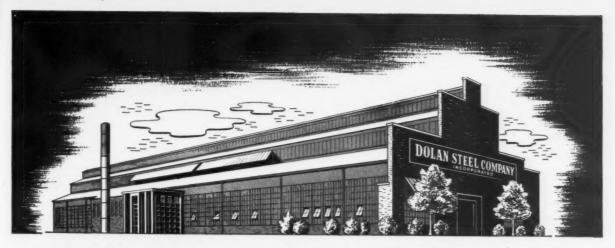
Zinc Castings Newton-New Haven Co Inc 688 Third Aven West Haven

#### **Service Section**

PRODUCTION CONTROL—Young man—7 years experience, capable of setting up Production Control System or making the one you have work, desires position in Connecticut. Preferably New Haven area. Address P. W. 1472.

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# Try your TELEPHONE DIRECTORY...



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# Before you call INFORMATION

You'd be surprised at the number of times people ask "Information" for numbers already listed in the telephone directory.

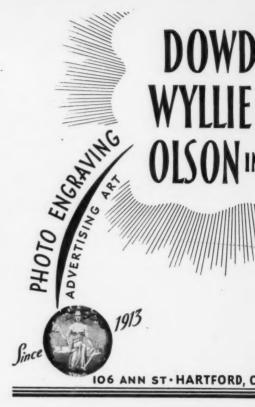
Every day, Connecticut's Information Operators handle some 71,000 calls — and more than half of the requests are for numbers that are listed.

Most of these calls waste time for the people who make them. For experience shows that you can get your number faster by looking in the directory, yourself.

Incidentally, when Information gives you a new number, you'll find it a good idea to jot it down in the space provided on the inside front cover of your telephone book.

By remembering simple, yet useful, hints like these, you'll speed up your calls and help yourself to better telephone service.

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